

UNIVERSITY OF VENDA

# ANNUAL REPORT

# 2016



**University of Venda**  
*Creating future leaders*

## HIGHLIGHTS OF 2016

- Univen Student Representative Council President participated in National Press Club's Newsmaker of the Year
- Sustained increase in research output from 0.71 to 0.94 units per capita
- Development of major infrastructure projects, including:
  - School of Health Sciences
  - Student Services building
  - Phase II School of Education
  - Substantive new student residence development
  - Extension to the School of Agriculture
- Univen Walter Sisulu International Research Conference
- Launch of Univen Social Responsibility Fund 'Torch of Hope'

# UNIVERSITY OF VENDA – DEVELOPMENT IN PROGRESS

Never in the history of the South African higher education sector has the future been so robust and yet so exciting.

In a short space of 23 years, our country has developed into a vibrant democracy with people, especially young people, expressing their views, standing up to be counted.

Is this not what the older generation expects of the youth? Is this not the kind of empowerment that the youth expects of the older generation, the kind of stalwart leadership that makes great future leaders?

Univen management took on exactly that role when, a few years ago, it became the first South African university to hand tablets to all its students for study purposes. This is now university policy.

Univen also became the first university to empower its Student Representative Council by representing its constituency on council meetings. Now members accompany university management to national and international conferences.

So great was the responsibility that in 2015 the Univen Student Representative Council chairperson remained in the #FeesMustFall meeting with the president to hear his views. The same chairperson symbolically

received the National Press Club's newsmaker award in 2016 for the #FeesMustFall campaign.

So what did this teach Univen management? It taught us that leadership is hard-earned. It also taught us that if you teach people to lead, you should empower them to do so. If you don't, the process is meaningless.

Is the process meaningful for Univen? I believe so. In over 30 years of existence Univen should be among the top ten universities in the country in terms of research output. We have made great strides in our teaching and learning and community engagement. We have established ourselves as a university that produces quality research output.

South Africa is spearheading research in Africa. We are the giant of Africa in terms of knowledge generation. With regard to publications, Univen is performing above national average. In 2012 we were at 127.88 research publications units and in 2015 we reached 271 units – and growing.

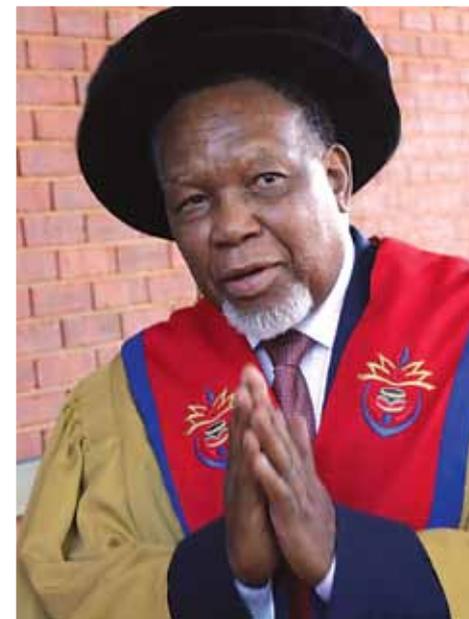
What did we learn? We have learnt about the empowerment of the youth, the empowerment of people. We have learnt about the involvement of the community, the acknowledgement of its will to learn, the strength of knowledge which instils pride in every human being.

If we can continue on this road, I believe we will be a winning university.

***We are creating future leaders.***

I am proud to be associated with Univen.

**Kgalema Mothlanthe**  
*Chancellor*





WELCOME TO THE

UNIVERSITY OF VENDA

MAX HEIGHT





## University of Venda

*Creating future leaders*

### **VISION**

To be at the centre of tertiary education for rural and regional development in Southern Africa.

### **MISSION**

The University of Venda, anchored on the pillars of excellence in teaching, learning, research and community engagement, produces graduates imbued with knowledge, skills and qualifications which are locally relevant and globally competitive.



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# VICE CHANCELLOR'S REPORT ON MANAGEMENT AND ADMINISTRATION

*Prof Peter A Mbatl*  
*Vice Chancellor*  
*and Principal*



## Providing effective oversight

In 2016 the Univen management team once again delivered excellent performance. Despite the challenges which the South African higher education environment experienced, the sustained growth of Univen continued and the campus environment remained stable and calm. Research output once again grew strongly, and the number of rated researchers increased significantly to 25. The rollout of personal computer tablets to all undergraduate students and laptop computers to all postgraduate students continued. This ensured that all students had equal access to electronic learning resources, including blackboard software which the university utilises for e-learning.

We provided support to the Chair of Council, safeguarding that all statutory requirements were met by Council and its sub-committees. We facilitated the effective operation of key governing bodies such as Senate, Audit, Finance, Human Resources, Institutional Forum, Student Affairs, Convocation and Bid Adjudication Committees.

All committees met their requirements set out in the Institutional Statute and Higher Education Act. We regularly engaged and consulted with the Chairperson of Council on strategic matters of governance and compliance. The University of Venda Council continued to provide effective oversight as a highly functional Council. We directed the university to grow as determined by the Council's vision and mission and in accordance with the set plans, goals and objectives. During the year under review, our managerial and administrative achievements were based on the successful implementation of annual business plans developed in accordance with the Univen strategic plan 2016 - 2020.

In 2016 the University of Venda, guided by its 2016 – 2020 strategic plan, continued to lay emphasis on growing the academic core project and, simultaneously ensuring effective operations and governance.

Each of the divisions (Vice Chancellor, Academic, Operations and Registrars' division) developed their five-year business plans aligned to the new 2016 – 2020 strategic plan. Emanating from the business plans, each division developed their one-year operational plans. On the basis of these plans, performance contracts for individual line managers were developed and signed off. Institutional performance outputs were regularly reported to Council in the Vice Chancellor's State of the Campus reports. Performance evaluation of the Vice Chancellor was done on 28 April 2016 while that of members of Executive and Senior Management was done from 22 to 26 February 2016.

In 2016 Council approved Univen's pre-determined objectives – largely aligned to the ministerial proposed reporting framework for higher education institutions.

These Infrastructure projects were completed in 2016:

- Campus Clinic
- Swimming pool
- Sports facilities

These projects were in progress:

- Department of Higher Education and Training-funded male and female student residences
- 1 800 bed residence with a loan from the Development Bank of Southern Africa
- Staff houses
- School of Agriculture renewal projects, abattoir and milking parlour
- School of Health Sciences
- Student Centre
- Student entertainment facility

The university continued to develop new programmes, including certificates and diplomas, as part of its suite of programmes as a comprehensive university. These were at various stages of submission to the Department of Higher Education and Training and approval by the Council on Higher Education and included among others:

- Higher certificate in Music
- Higher certificate in Choral Music
- Diploma in Travel Operations
- Diploma in Natural Resource Management
- Diploma in Agroecology
- Bachelor of Urban and Regional Planning
- Bachelor of Indigenous Knowledge System
- Bachelor of Heritage Studies
- Advanced Diploma in Sport Management

The Higher Education Qualifications Sub-Framework alignment project (2013) provided for the establishment of a single qualifications framework for higher education to facilitate the development of a single national coordinated higher education system. As part of the alignment project, Univen now has a total of 204 programmes in the programme qualification mix. These are:

- 167 Category A Higher Education Qualifications Sub-Framework-aligned and deemed accredited
- 20 Category B Higher Education Qualifications Sub-Framework-aligned and deemed accredited
- 17 New programmes

In response to national and provincial development and growth strategies, Univen has focused on the development and implementation of new academic offerings in:

- Mining engineering
- Water and environmental engineering
- Agricultural and rural engineering and;
- Construction engineering

These programmes are expected to receive the Engineering Council of South Africa endorsement and undergo the Department of Higher Education and Training approval and Council on Higher Education accreditation in 2017-2018 and to be launched in 2019.

The Centre for Higher Education Teaching and Learning has been established and is fully functional and fulfilled these functions in 2016:

- Provided support to students at risk
- Mentorship support
- Organised annual first year student experiences
- Student counselling
- E-learning platform (blackboard)
- Lecturer assessment

The negotiated research output targets with the Department of Higher Education and Training are:

- The production of publication units should see an average annual increase of 12.4% from 128 units in 2012 to 290 in 2019, which will result in an increase in per capita output (permanent academic staff) to 1.35 in 2019.
- Proportion of academic staff with a doctoral qualification will increase from 31% in 2012 to 41% in 2019.

In 2016 the University of Venda has increased its percentage of publications in international journals from 44% in 2013, to 66% in 2014 and 73% in 2015. The number of National Research Foundation- rated researchers grew to 25, while the per capita research output increased from 0.71 to 0.94. The percentage of academics with PhDs was at 34%, compared to 35% in the previous year.

In promoting a vibrant culture of research at Univen, its Research and Innovation policy makes provision for the Vice Chancellor's awards for Excellence in Research. Excellence achieved by individuals and schools is recognised and rewarded. In 2016 the awards made were in these four main categories:

- Active Researchers
- Postgraduate Output
- Research Grants
- Research Publication Outputs

These principles for internationalisation, partnerships and linkages were emphasised in 2016:

- Clear institutional understanding of internationalisation entrenched in the university's strategic plan and internationalisation policy - The process of integrating international and national dimensions in the teaching, research, community engagement and service functions of an institution of higher learning.
- Internationalisation is a core pillar of Univen's transformation process of becoming a locally-relevant and internationally-competitive university.
- Internationally, Univen works with universities and other partners in South Africa, the Southern African Development Community region, Africa, Europe, India and North America.

Univen implemented a R27m funded project by the National Science Foundation jointly with the Vhembe Technical and Vocational Education and Training college and Madzivhandila Agricultural college in these programmes:

- Plant production
- Animal production
- Agric mechanisation
- Welding
- Plumbing
- Pipe fitting
- Farming equipment

All scheduled meetings of Council and subcommittees of Council were held. Where necessary, special meetings of the subcommittees were held to deal with outstanding matters. The university has aligned its reporting with the new reporting framework of the Department of Higher Education and Training.

Univen implemented various interventions to advance gender equity which included:

- 20 female senior and middle managers completed a training programme in women in leadership. The total funding for this project was R846 460.00.
- 21 female senior academics and managers and academics completed a training programme in higher education management and leadership. The total funding was R205 422.00.

# COMMUNITY STAKEHOLDER ENGAGEMENT

## Continued focus on integrated initiatives

As part of its core business, the university continued to engage with the communities in which it is embedded. Goal-orientated, reciprocal interactions between the university and the community continued to thrive and community-engaged research was one of our researchers' focal areas.

The institutional thrust of community engagement at Univen continued to focus on integrated community engagement initiatives. In the year under review it was possible to showcase the university's successful integration of community engagement in its core business at the biennial RUFORUM conference in Stellenbosch. During this conference, Univen was invited to showcase its community-engaged work in a side event.

## Institute for Rural Development

The Institute for Rural Development, one of Univen's flagship community engaged initiatives, executed rural development-orientated community engagement and research initiatives as well as academic programmes. The institute integrated external stakeholders and the university community in its activities. It involved students through the Amplifying Community Voices in South Africa Programme in its activities. Community benefit remained the focal point of the institutes' research activities.



## Vuwani Science Resource Centre

The Vuwani Science Resource Centre, another flagship community engagement initiative, supports science and technology education in the Vuwani area. The centre continued to assist learners from local schools and contributed to children being able to perform well in examinations in spite of the unstable external environment. In 2016, 20 666 learners from 215 primary and secondary schools were reached. This was especially remarkable in that the centre succeeded to sustain its work at a time when the Vuwani area was challenged by unrests caused by a municipal delimitation dispute.

- Five female senior academics and managers attended the Higher Education Resource Services-SA programme. The total amount was R188 242.30.
- Five female senior academics and managers attended the Higher Education South Africa's higher education leadership and management programme. The total amount was R67 500.00
- 44 Female staff members were provided with financial support to pursue masters degrees, while 85 were supported to pursue PhDs.
- Between 2014 and 2016, 21 male and nine female staff members completed their masters' degree, while 23 male and 25 female staff members completed their PhD degrees. The total amount paid towards remission of fees was R5 737 201.00.
- Four female staff members participated in the Univen Fellowship Programme (Pursuing PhD overseas). One of them completed in 2016 while the other three are still proceeding.
- Between 2014 and 2016 18 female and 20 males were promoted to senior academic positions.
- The total investment is R7 044 825.30.

The target number of employees living with disabilities in terms of the employment equity plan by 2019 is 17. Currently, the university has employed 14 staff members living with disabilities. This figure constitutes 1.4% of the total workforce. On 26 July 2016 we launched a Disability Awareness Day. Univen is committed to ensuring that infrastructure is designed to accommodate people living with disabilities. We have embarked on a recruitment drive targeting women and people living with disabilities in our job adverts.



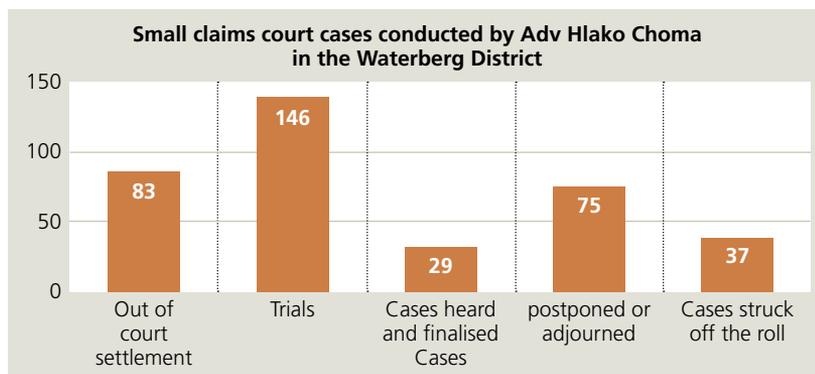
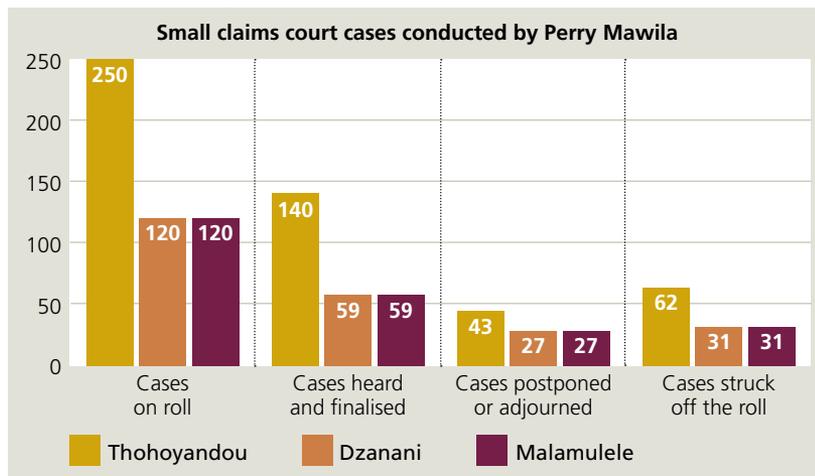
## Workshop to benefit basic education

The university conducted a workshop for school principals, school governing bodies and circuit managers. The workshop empowered educators and school governing bodies to improve the schools' performance and to get the buy-in from members of the community to support their schools. The workshop focused on two learning areas - 'core skills for professional development of school leaders' and community engagement and community building in schools.



## Small claims court cases

The School of Law continued to support the administration of justice in small claims courts. Senior lecturers Advocate Hlako Choma and Perry Mawila heard cases in Thohoyandou, Dzanani, Malamulele and in the Waterberg District. This was a significant contribution towards making justice accessible to poor population groups.



## Library support

The Univen Library assisted various community libraries during the year under review. The libraries were visited to give professional advice. Comprehensive reports were then prepared as road maps to functional libraries. Assistance was rendered to the Tshikonelo Community Library and the Devhula Lebowa Youth Library.

## School of Environmental Sciences career guidance

Mining and Environmental Geology students from the School of Environmental Sciences supported secondary school learners by providing career guidance in the Tshipise and Domboni areas.

## Winter school

A winter school was conducted at the university with 372 grade 11 and 12 learners from Mpumalanga and Limpopo attending. The subjects taught included Agricultural Science, Mathematics, Life Sciences, Physical Science, Geography, Accounting and Economics.

# INTERNATIONAL COMMUNITY ENGAGEMENT

## Leveraging on international partnerships

Connecting local communities to the global world and facilitating the engagement between international stakeholders and local communities remained a focus of Univen's community engagement activities. In the year under review, Univen leveraged on its international partnerships and networks to the benefit of rural communities.

## UVa-Univen collaboration

The university hosted faculty leaders and students from the University of Virginia in the USA who participated in a variety of projects implemented in partnership with Univen academics and students. The project, which centered around undergraduate community-engaged research, involved students from the Schools of Health Sciences and Environmental Sciences.

## Warwick in Africa programme

The 2016 Warwick in Africa international community engagement initiative had students from the University of Warwick in the UK working with Univen Education students to support Mathematics and English education in the Kolokoshani and Edison Nesengani High Schools in the Vuwani area. The Univen students were placed in the schools for the second semester module. They were joined by the team teachers from Warwick for five weeks.

## Warwick in Africa masterclass programme

The Warwick in Africa masterclass programme 2016 amplified the international community engagement project. It entailed a four-day workshop for 100 lead Mathematics and English teachers from the Vhembe District. The workshop was facilitated by teachers from the UK.



## A delegation from Midlands State University visits Univen

A delegation from Midlands State University in Zimbabwe led by the Deputy Dean of Agriculture, visited Univen to benchmark the establishment of a Science Resource Centre in Matebeleland South, Zimbabwe. The delegation visited two of the university's flagship community engagement projects - the Vuwani Science Resource Centre and the Institute for Rural Development.

## United Nations Industrial Development Organisation visits Univen

A delegation of the United Nations Industrial Development Organisation visited Univen to explore opportunities of collaboration with Univen's Institute for Rural Development for collaboration which could serve as catalysts of rural industrialisation in Limpopo.



# INTERNATIONALISATION

## Following South Africa's thrust to enhance engagement with the African continent

In the year under review Univen continued to strengthen the internationalisation of its core business. The development of international relations followed South Africa's strategic thrust to enhance the university's engagement with the BRICS countries and the African continent.

The university's first undergraduate Southern African Development Community student exchange programme was further strengthened with significant expansion to African partnerships. Following a visit by, for example, a delegation led by Vice Chancellor and Principal, Prof Peter Mbat, a memorandum of understanding was concluded with the Sokoine University of Agriculture - one of Africa's leading universities in the field of Agriculture. This resulted in considerable benefit for the transformation of Univen's School of Agriculture's Centre of Excellence.

Another example of the strengthening of Univen's African networks is the memorandum of understanding with the University of Zambia.

## Univen participates in BRICS Network University

Univen joined the BRICS Network University, a new network of universities which is intended to develop joint graduate programmes.

## Visit to RUFORUM Secretariat

A delegation led by the Vice Chancellor and Principal, Prof Peter Mbat, visited the RUFORUM Secretariat on the campus of the Makerere University in Kampala, Uganda. The visit strengthened relationships and the integration into the RUFORUM network. This will result in additional training, research and networking opportunities for Univen students and staff members.

## IMPALA (Erasmus+) project

Univen participated in a new European Union-funded capacity building project in internationalisation, modernisation of academics, leaders and administrators. A budget of EUR 998,982 was made available for the project which developed capacity to enhance the process of internationalisation at the four participating South African partner universities. The project will be implemented over a three-year period starting in 2016.

## Information sessions on international opportunities

Univen provides information to its students and staff on international scholarship opportunities. In the year under review, highlights included the EUROSA scholarship road show, introducing scholarships to study in Europe, the Dutch NUFFIC NESO information session on opportunities to study and research in the Netherlands and the German Academic Exchange Service presentation opportunities to study and research in Germany.

## Student exchange with UCLL, Belgium

Two cohorts of exchange students from the Catholieke University College Leuven and Limburg, comprising four students each, were hosted by the Department of Early Childhood Education in Univen's School of Education. To enhance social cohesion, the visitors were accommodated at Univen's student residences. The engagement created opportunities for local students to acquire international and intercultural competencies.



## Abe Bailey travel fellowship

The Abe Barley Trust Bursar for 2016 was Mutshinye Manguvhewa, a final year student in the School of Health Sciences for a Bachelor of Psychology. This travel bursary is annually awarded to selected South African students who are identified through a competitive process. She participated in an educational tour of the United Kingdom and a visit to the African Union's headquarters in Addis Ababa.



## Student and staff exchange in Computer Science with Botho University, Botswana

The School of Mathematical and Natural Sciences implemented a credit-bearing student exchange programme in Computer Science for second time. The programme leverages on the opportunities afforded for internationalisation in the Southern African Development Community region. All students receive credit for the period at the respective partner university. Parallel to this, a staff exchange took place.



## Managing comprehensive internationalisation - Univen hosts NMMU/IEASA short learning programme

In collaboration with the Nelson Mandela Metropolitan University and the International Education Association of South Africa, the short learning programme 'Managing Comprehensive Internationalisation' was hosted at Univen. Participants included personnel from offices responsible for the coordination of internationalisation of higher education at various South African and Botswana universities. These included the Botho University in Gaborone, Botswana, the University of Cape Town and the University of Limpopo. This intervention developed staff members skills, equipping them to strengthen international students to acquire international and intercultural competencies.



## F'SAGRI Steering Committee meeting

The 3rd French South African Institute in Agriculture (F'SAGRI) steering committee meeting was held at Univen. It was hosted by the School of Agriculture with the support of the Directorate of International Relations. The meeting discussed areas of collaboration between represented institutions, including staff exchange, curriculum development, research programmes, innovative enterprise development and training on new technologies.



## Short-term student exchange from HAWK, Germany

Prof Dr Alex Engel, Dean of Social Work and the Build Environment, University of Applied Science and Art Hildesheim, Holzminden and Goettingen (HAWK), Germany together with colleagues and ten Social Work students, undertook an exchange visit to Univen.

# SOUTH AFRICAN PARTNERSHIPS AND LINKAGES

## Establishing new strategic partnerships

South African collaborations are an important enabler which strengthens the university's position in the South African higher education system. In the year under review, Univen leveraged on its in-country network for the benefit of staff and students. The university established new strategic partnerships. The university, for example, entered into a memorandum of understanding with the Council for Geosciences for scientific research cooperation in the fields of geosciences. Another example is the partnership with the Transport Education and Training Authority (TETA). In 2016, the School of Environmental Sciences signed a memorandum of agreement with TETA worth R1 203 840 for the project 'Towards a green economy in the transport sector: A case study of Limpopo Province'. It includes a focus on capacity development.

The Vice Chancellor and principal, Prof Peter Mbatlana, continued to chair two structures of Universities South Africa – the Higher Education Leadership Management Advisory Committee and the Joint Admission and Matriculation Board, signifying Univen's commitment towards the South African higher education system.

## Univen students to benefit from Absa ReadytoWork initiative

The University of Venda continued to strengthen its collaboration with Absa. Univen and Absa officially launched the ReadytoWork initiative to help students with skills needed for transition from university into the world. The partnership will see students enrol for a four-module programme to equip them for the work place when they complete their studies. All four modules are offered online for free.



## Belgium Campus and Univen collaborate to empower local farmers

Univen and the Belgium Campus, Pretoria collaborate to support emerging black farmers in the Vhembe District in Limpopo. Univen has entered a partnership with the community-based farming enterprise Barota Farm. The Belgium campus assists this collaboration with information technology-related interventions for smart farming.

## Higher Education Transformation Network encouraged by developments at Univen

A delegation from the Higher Education Transformation Network, led by its Chairperson, Lucky Thekisho, and Hendrick Makaneta and Jimmy Hlongwane, visited Univen to familiarise themselves with, among others, the university's strategic direction and its academic offerings.



# CONFERENCES, SYMPOSIA, PUBLIC LECTURES AND OTHER SIGNIFICANT EVENTS

## Establishing new strategic partnerships

The university successfully organised events, which included the graduation ceremonies in May and September 2016.

### 2<sup>nd</sup> Univen WSU Research Conference

Univen and Walter Sisulu University co-hosted the 2nd Univen WSU International Research Conference. The conference, which greatly contributed to the development of research capacity, explored the theme 'Galvanising development through research and innovation'. The conference was opened by the vice chancellors of the two universities.



### Public lecture 'Can local voices transform the current developmental trajectory on the continent'

The Human Sciences Research Council and Univen hosted a public lecture titled 'Can local voices transform the current developmental trajectory on the continent' by Dr Nicasius Achu Check.



### Ambassador of Russia to South Africa delivers public lecture at Univen

The Russian Ambassador to South Africa, Mikhail Ivanovich Petrakov, delivered a public lecture titled 'South African-Russian relations: Creating a new global order through BRICS'.

### Department of Arts and Culture and Univen partner in Freedom Month panel discussion

The University of Venda, in partnership with the Department of Arts and Culture, held a Freedom Month panel discussion which focused on freedom, democracy and responsible citizenship, on the eve of Freedom Day.



### Univen hosts UNHCR seminar on international refugee protection

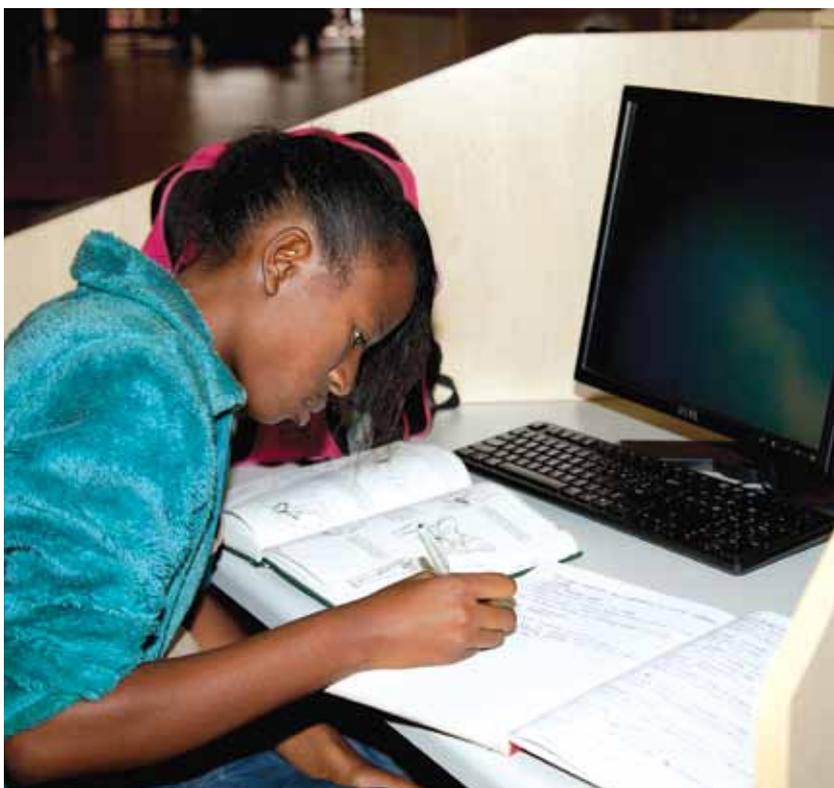
Univen hosted a delegation from the United Nations High Commissioner for Refugees' Field Office in Musina. The delegation, led by the Head of Office, Kahlid Mahgoub, included Associate Protection Officers Cyril Cyriac Mudakkalil and Moses Mulaudz. Mahgoub presented on 'International refugee protection'.

## Biennial RUFORUM conference in Stellenbosch

Univen co-hosted the biennial conference of the RUFORUM in Stellenbosch. At the conference, Univen hosted a side event, facilitated by Univen's Prof Francis, which showcased community engagement at the university.

## Diversity - LGBTI symposium

Univen, in collaboration with Wits and Unisa, hosted its first annual Lesbian, Gay, BI-sexual, Trans or Intersex symposium under the theme 'Destabilising heteronormativity in institutions of higher learning'. It explored challenges and successes faced by universities in LGBTI's inclusiveness.



# COMMUNICATIONS AND MARKETING

## Positioning Univen in the global market

During the year under review, the Department of Communications and Marketing focused on a number of targets as well as provision of various high standard communication and marketing services. The activities performed include media - electronic and print - which covers a range of activities aimed at branding the university as a campus of choice, recruitment of better prepared and best-performing students, hosting of successful events to improve the image of the university, leveraging alumni for fundraising and substantial increase of third-stream income.

## Media - print and electronic

During the year under review, the Media and Publications Section successfully projected a positive image of the university through publications and communiques to both internal and external stakeholders. Univen Radio continued to entertain and educate the university publics. During the past year, Univen Radio received immense support from members of the community and it continued to be an educational and informative mouthpiece.

## Vice Chancellor's interview with Danish newspaper

Lise Richter, a journalist of a leading Danish national newspaper, The Daily Information, visited the Vice Chancellor, Prof Peter Mbatia, on 11 February 2016 to interview him on a range of issues impacting higher education regionally and globally.

## Convocation and Alumni

The Convocation and Alumni Section successfully solicited awards from alumni and individuals for the best performing students during the May and September graduation ceremonies. The section continued to strengthen relationships with alumni as well as individual schools' alumni structures. The Convocation and Alumni adopted its constitution at its Annual General Meeting on 10 December 2016, the 20th anniversary of the South African democratic constitution.

## Launch of the Univen Social Responsibility Fund

The university launched the Social Responsibility Fund 'Torch of Hope' which assists talented and deserving students financially.



## Schools liaison

In total, 28 careers exhibitions and careers days were attended nationally - reaching out to more than 1 200 schools and over 117 000 learners. Outside our boundaries, three exhibitions were attended, reaching out to more than 80 schools and more than 9 200 learners.



Apart from local exhibitions, the Schools Liaison Section participated in three international career exhibitions, including the first Zimbabwe career exhibition. The exhibition was attended by Univen's Vice Chancellor and the South African Ambassador to Zimbabwe. Approximately 300 grade 12 learners from eight Zimbabwean schools and representatives from various media houses obtained information about the academic programmes offered by Univen.

## Univen Foundation

The Foundation is, among others, responsible for developing and building beneficial relations with business, immediate communities and foundations. It works with local, provincial, national and international institutions for fundraising and resource mobilisation. During the year under review, a number of companies were visited and proposals were developed and filed.

The foundation took strategic decisions to enter into partnerships across various organisations as a way of unlocking additional potential and support. A few of these projects include capacity building, community development, student financial access and training programmes.

## Media monitoring

The University of Venda generated more than R103 250 851 million worth of free publicity during the monitoring period January to December 2016. Conservatively multiplied by three for credibility, the publicity value totalled more than R309 752 553 million. This was generated through reporting in 2 778 media articles – 1 234 in broadcast, 774 in print and 703 in online media.

## Web content and social media

The Department of Communications and Marketing incorporated digital medium platforms to market and improve communications with the university's stakeholders.

The recent incorporated digital platforms include the re-branded website with a new look and feel, a digital notice board which is informed by Univen this week communiqué and social media, including Facebook, Twitter and Instagram.

The website is used as a worldwide tool to market the university as well as communicate with all stakeholders – keeping them abreast about what is happening within the university.

Performance measurements were put in place to track Univen's website's performance and to enhance the search engine optimisation. Google analytics was used to measure the effectiveness of the website's presence on digital platforms.

This tool provides feedback on –

- Web traffic (1 936 407 accumulated from January - December 2016)
- Page views (4 509 973 accumulated from January - December 2016)
- Access to website (traffic drivers) driven by:
  - Social media (FB 89.45%, YouTube, Blogger, Twitter, google+, Instagram)
  - Browsers (Internet Explorer 27.99%, Chrome 24.87%, Opera mini 18.68%, Edge 10.91%, Android 5.86%, Firefox 2.33%)
  - Sources/Mediums (Direct 45.51%, my web search/referrals, ask.com, google, yahoo and others unspecified)
  - Frequency of visits (high volume of visits – January, July and December)
  - Visits by country – Top 5 (South Africa, Kenya, the Netherlands, USA, Zimbabwe)

Social media platforms yielded these results:

Facebook recorded 9 854 likes/subscribers, whereas Twitter recorded 3 160 followers and Instagram recorded 9 609 followers.

As a result of the university's proactive approach in responding to media in critical issues and by Univen management's commitment to restructuring and transformation, the university's image has improved considerably over the past year.

The communication and marketing strategy was successfully implemented, which effectively supported the university's positioning in the local, regional and national markets.

The department ensured that messages were consistently and effectively communicated with both internal and external stakeholders to keep them abreast of developments at the university. Furthermore, marketing the services and programmes paid off well.

# INFRASTRUCTURE DEVELOPMENT

The development of new infrastructure continued in 2016. Many major construction projects were completed, whereas construction commenced or continued on others.

<b>2013 Council controlled funding</b>	
<b>Project description</b>	<b>Status 31 December 2016</b>
Construction of new swimming pool R4.9 million	Completed
Construction of new sports fields and ablution facilities R8.3 million	Completed
Sports courts R3.5 million	Completed
Environmental Sciences analytical laboratory R1.7 million	Terminated and re-advertised. On tender evaluation stage
Construction of abattoir, piggery and milking parlour phase 1 R1.6 million	65% Completed
Construction of abattoir, piggery and milking parlour phase 2 R16.8 million	Not yet started
<b>2014 Council controlled funding</b>	
Reconfiguration of existing main gate and upgrade R7.9 million	95% Completed
Refurbishment of empty shell in Life Sciences building R5 million	Terminated and re-advertised. On tender evaluation stage
Student bar at entertainment area R3 million	75% Completed
School of Agriculture admin R6.6 million	55% Completed
34 Units new staff houses complex phase 1A R41.7 million	90% Completed
<b>Construction Education and Training Authority (CETA) funded project (R9 million)</b>	
Construction technology workshop R9 million	On tender evaluation stage
<b>Department of Higher Education and Training projects 2012 – 2015 (R305,2 million + R34,4 million by Univen)</b>	
Extension to DSU building, walkways and ramps	On hold until the completion of student centre complex in April 2017
New Health Sciences building – R43.1 million	55% Completed
Well-founded laboratories and goat enclosure Agriculture R1.5 million	100% Completed
Male and female student residences R135 million	60% Completed
Refurbishment of existing student residence ablutions F3 and F4 – R9.6 million	100% Completed
Phase two School of Education – R36.5 million	70% Completed
School of Human and Social Sciences (African Languages) R34.4 million	Terminated and re-advertised. On tender evaluation stage

## DHET infrastructure backlog projects

Project description	Status 31 December 2016
---------------------	-------------------------

Auditorium ceiling – R4.7 million	100% Completed
Life Sciences fume cabinets R 6.3 million	100% Completed
Phase 1 Roads & parking R13.3 million	100% Completed
Phase 2 Roads & parking R14.2 million	100% Completed
Water reticulation and storage – R17million	65% Completed
Construction student centre – R24.8 million	78% Completed
Refurbishment of accounting lab – R1.8 million	Site handed over

## Development Bank of Southern Africa funded project (R300 million)

DBSA funded student village residences R300 million	35% Completed
---	---------------

## 2015 Council controlled funding: R26.7 million

Life Sciences building lab benches installation R7.6 million	25% Completed
Existing student residence ablutions refurbishment Mango Groove, Carousel and Bernard Ncube R3 million	100% Completed
Backlog infrastructure maintenance in line with maintenance plan	90% Completed

## 2015/2016 Council controlled funding (R145 million)

Construction of multipurpose hall R45 million	On planning phase and project stage 1 and 2 have been completed
Construction of Main Administration building R15 million	On planning phase and project stage 1 and 2 have been completed
Construction of House of Prayer R15 million	On planning phase and project stage 1 and 2 have been completed
Construction of staff recreation area R70 million	On planning phase and project stage 1 and 2 have been completed



*Female student residences*



*Milking parlour and abattoir*



*Main gate*

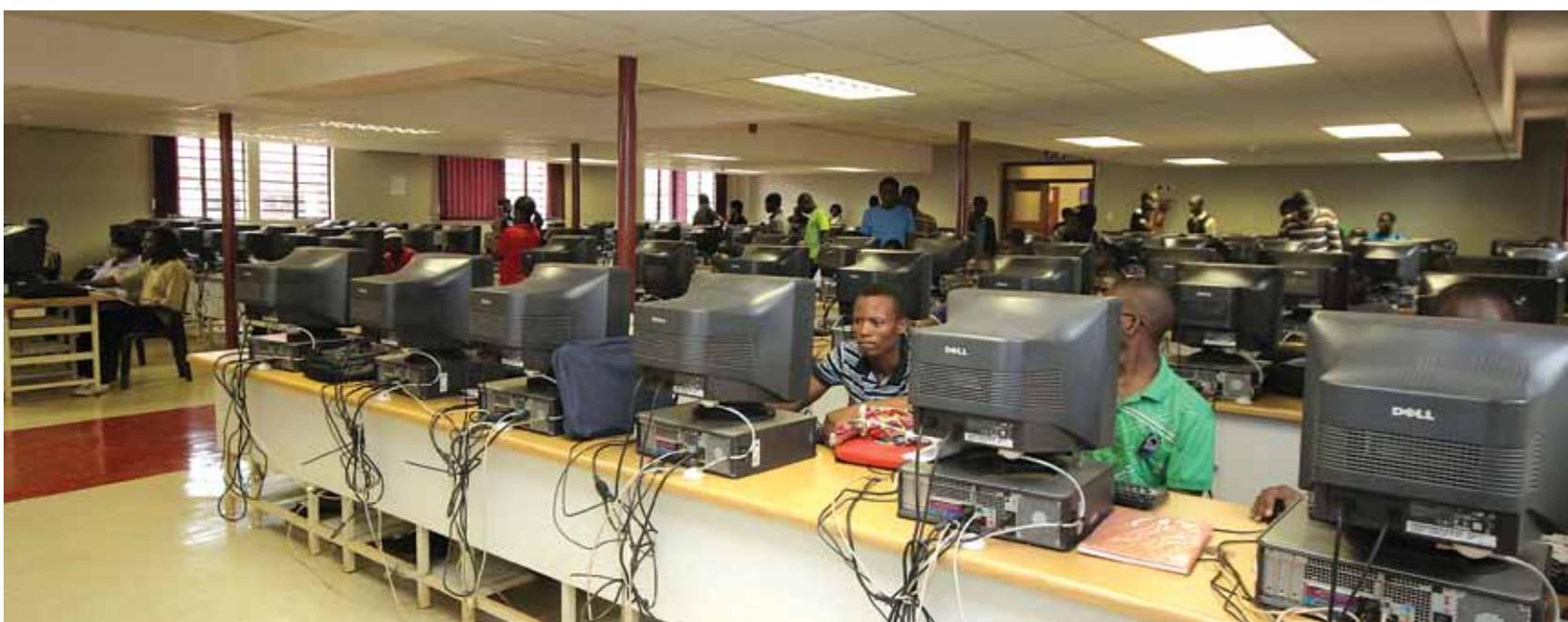


*Sibasa staff houses*

## Infrastructure maintenance

The maintenance of existing infrastructure remains a high priority. In 2016, major maintenance projects completed included:

- Staff housing fencing project at Thohoyandou Unit D, Block F, and Block Q
- New gate at Vuwani Science Resource Centre
- Upgrade of ablution facilities at Bernard Ncube, Mango Grove and Carousel
- Replacement of missing chairs at A and B block lecture halls
- Servicing of all fire extinguishers around campus
- New nursery at the School of Agriculture
- New stoves and kitchen units at Riverside residence
- Refurbishment of entrance porch at Lost City Boys and Lost City Girls student residences
- Replacement of carpet with tiles in some offices at the Finance section of the Main Admin building
- Conversion of house Q25 into a five-bedroom single quarters commune accommodating five staff members
- Installation of geyser timers and energy saving light bulbs at all guesthouses
- Replacement of gate valve at Lost City Boys and Lost City Girls student residences
- Painting of gutters and fascia board at F4 student residence



# INFORMATION TECHNOLOGY

## World-class information technology solutions

Univen continued to implement world-class information technology solutions. All new staff members and PhD students received new laptops, whereas first-entering undergraduate students were issued with personal computer tablets. Six new blade servers were procured, and a 10 gbps firewall was connected. An external disaster recovery environment configuration was established.



*Student centre/services building*



*Farm administration building*



*School of Health Sciences*



# INSTITUTIONAL GOVERNANCE, PLANNING AND QUALITY ASSURANCE

World-class information technology solutions

## Univen engages on matters of retention and succession planning

In the review year the Human Resources Committee held a workshop on retention and succession planning. Due to the extensive range of matters that needed further research and a wider consultation process with stakeholders, a second workshop was planned.

## University calendar review

The Senior Management Committee held a workshop to review the university calendar. The calendar was reviewed and rules were updated.



# ACHIEVEMENTS OF THE ADMINISTRATIVE STRUCTURES REGARDING PERSONNEL AND SYSTEMS

## The adequacy of staffing levels, particularly in critical areas

The university continued to minimise vacancies at senior and executive management levels. During 2016, these new senior managers were appointed:

- Rose Mgobo: Director Finance
- Malose Lamola: Director Facilities Management

It was not possible to fill all vacancies in management which arose in the year under review. These included the Deputy Vice Chancellor: Operations, the Director: Information Technology Services and the Director: Center for Higher Education, Teaching and Learning. Appropriate acting capacities ensured that this did not adversely affect business. Staff development continued to ensure that personnel is kept abreast with the latest developments in their fields. The university specifically focused on interventions to develop female staff members and young academics.

## Recruitment and selection

During 2016, the university appointed 119 staff members, reflected in this table:

Occupational level	As at 31 December 2016	
	Male	Female
Executive Management	0	0
Senior Management	1	1
Professor	2	1
Associate Professor	1	0
Senior Lecturer	10	4
Lecturer	13	19
Junior Lecturer	4	10
Middle management	3	1
Administrative staff	26	21
Service staff	2	0
<b>Total</b>	<b>62</b>	<b>57</b>



## Capacity development

In the year under review Univen implemented these core staff development initiatives:

**Leadership development:** This involves the development of management and leadership skills among senior and middle managers and academics. Funding is usually sourced from external funders such as SETAs, funding agencies and government departments.

**New staff induction:** Induction ensures that new staff quickly learn the university's policies, processes and practices. It assists new staff members to feel at home in their new positions and working environment which in turn assists them to contribute effectively as soon as possible. The university conducted two sessions in 2016.



**Workshops and short courses:** These include accredited and non-accredited short courses and workshops that are designed to enhance staff members' competencies in the short to medium term. These courses are usually attended off-campus and are primarily funded from the skills development budget which is based on the mandatory grant received from the ETDP-SETA.

**Formal training:** This includes funding for staff members to pursue formal qualifications such as diplomas, degrees as well as postgraduate studies. This ensures that employees attain the necessary qualifications competencies for improved performance. These programmes were funded primarily by the university and through external sources.

**Academic development:** Academic staff members are expected to adopt lifelong learning, both within their academic discipline and in the skills needed in their teaching and learning, research and community development roles. Special programmes are designed for academic staff to enhance their teaching and research skills to develop quality and equally competitive graduates.

**Grow our own timber:** This programme includes all training and development endeavours to create qualified, competent and capable professionals. These include internships, teaching assistants and the next generation of academics. These programmes are funded by external funders, including SETAs and government departments and agencies.

**UNILEAD higher education management training course:** Prof Natasha Potgieter, Dean of the School of Mathematical and Natural Sciences, through a competitive application process which included all universities in South Africa, was awarded the UNILEAD Higher Education and

Management Training Programme. The training, sponsored by the German Academic Exchange Service and the Southern African Regional Universities Association, took place in South Africa from August to December 2016.

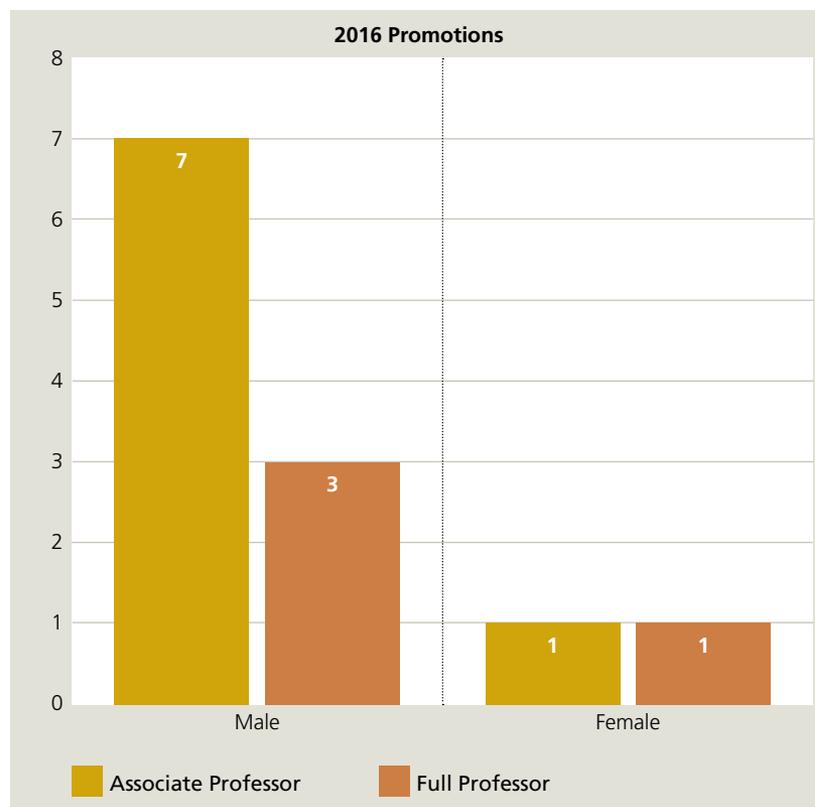
**Supervisory management skills:** The training targets staff members with subordinates under their supervision to equip them with supervisory skills to manage their staff to achieve exceptional performance. A total of 20 staff members attended the training - most from the Library Services Department.

During the period under review the university invested R14.6 million for capacity development activities. Of the R6 305 330 from the Department of Higher Education and Training, 137 staff members could pursue their masters or doctoral degrees (74 PhDs and 63 masters), while R4.5 million was spent on three staff members who were on fellowship programmes overseas. A total of 313 full-time staff members including 201 academics, 113 admin staff and three service workers benefitted from these training and development activities. A total of 165 of the trained staff members were males while 142 were female.

## Promotion of staff

During 2016, these promotions were approved:

- Eight staff members, seven male and one female, were promoted from Senior Lecturer to Associate Professor.
- Four staff members, three male and one female, were promoted from Associate Professor to full Professor.



## Termination of service

In the year under review, 32 staff members terminated their services with the university. The reasons for termination and the number of employees who have terminated their services are:

Termination of service					
	Academics	Admin	Male	Female	Total
Resignation	5	3	6	2	8
Retirement	6	11	9	8	17
Death	3	2	5	0	5
Dismissal	0	0	0	0	0
Expiry of contract	1	1	1	1	2
Ill health	0	0	0	0	0
<b>Total</b>					<b>32</b>



## Univen honours dedicated staff

On 1 December 2016 Univen held its year-end function where Vice Chancellor and Principal, Prof Peter Mbatia honoured 87 staff members in recognition of their dedication, loyalty and service. In total 13 of them were pioneers as they had worked since the birth of the University in 1982. The categories of the awards were 10, 20 and 30 years of service.



## Staff equity profile

In the executive management echelon, the workforce profile has slightly decreased as one member retired at the end of October 2016. However, a slight change is noticeable in the academic categories, in particular from the senior lecturer to professorial levels. This change is attributed to the new appointments and promotions made in 2016.

This table reflects the staff profile in terms of gender, race, and disability per occupational levels from 1 January to 31 December 2016.

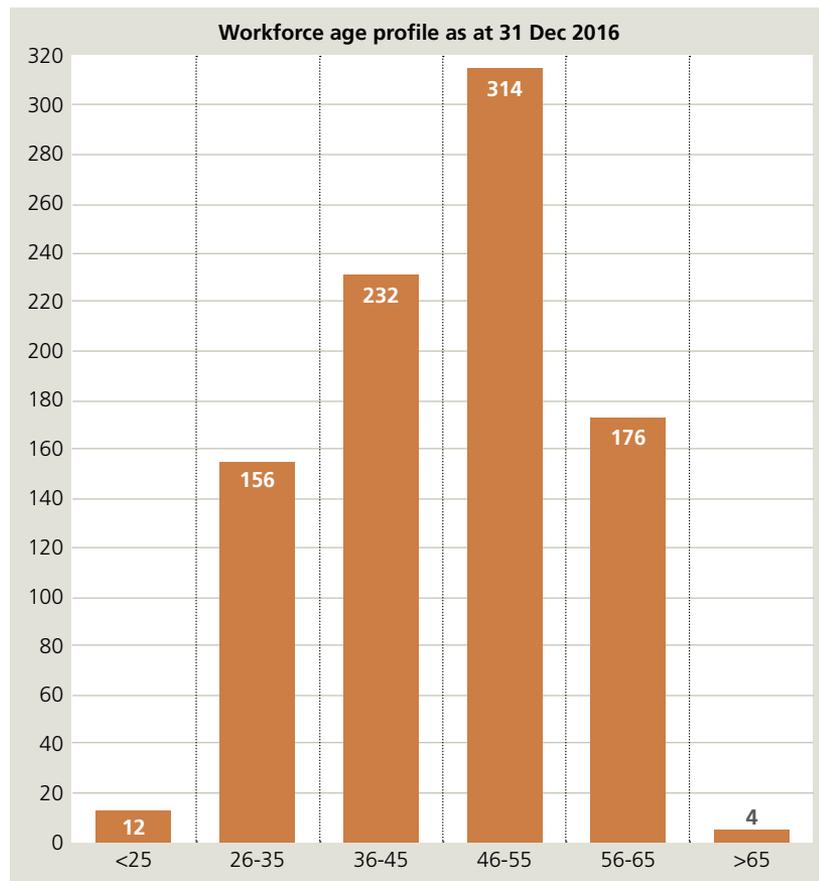
Occupational levels	Male				Female				Foreign nationals		
	A	C	I	W	A	C	I	W	M	F	
Executive management	2	0	0	1	0	0	0	0	0	0	3
Senior management	10	0	0	1	6	0	0	2	4	0	23
Professionally qualified and experienced specialists and mid-management	33	1	1	5	18	0	0	1	28	4	91
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	296	0	0	9	278	1	4	8	51	11	658
Semi-skilled and discretionary decision making	21	0	0	0	14	0	0	0	0	0	35
Unskilled and defined decision making	24	0	0	0	50	0	0	0	0	0	74
<b>TOTAL PERMANENT</b>	<b>386</b>	<b>1</b>	<b>1</b>	<b>16</b>	<b>366</b>	<b>1</b>	<b>4</b>	<b>11</b>	<b>83</b>	<b>15</b>	<b>884</b>
Temporary employees	3	0	0	0	7	0	0	0	0	0	10
<b>GRAND TOTAL</b>	<b>389</b>	<b>1</b>	<b>1</b>	<b>16</b>	<b>373</b>	<b>1</b>	<b>4</b>	<b>11</b>	<b>83</b>	<b>15</b>	<b>894</b>

Abbreviations in this table: A – African , C – Coloured, I – Indian , W – White , M – Male, F – Female

**NB:** The definition of 'foreign national' is based on section 1 of the Employment Services Act 4 of 2014. It means an individual who is not a South African citizen or does not have a permanent residence permit issued in terms of the Immigration Act.

## Workforce age profile

On 31 December 2016, the university had 894 employees. This graph reflects that the largest number of the workforce is between 46 and 55 years of age. The workforce between the age group 56 to 65 constitutes 17% of the total workforce. The largest number of the workforce is between 46 and 55 years of age.



## Employee health and wellness

The Employee Health and Wellness Unit coordinated employee health and wellness. A highlight of the activities in the year under review was the Employee Wellness Day, which was attended by 162 employees.



## Men's Health Day

Men's Health Day is celebrated each year. In 2016, 84 male employees participated. It is a special day during which men are encouraged to take care of their wellbeing and are made aware of preventable health problems, early detection and treatment of diseases.

## Women's Health Day

Women's Health Day is an annual event which empowers women to make their health a priority and encourages them to improve their wellbeing. It also encourages them to pay attention to the symptoms of disease and to seek treatment where necessary. In the year under review, 184 female employees attended.



## PROTECTION SERVICES

The safety of Univen staff, students and visitors is a high priority in terms of the existence and sustainability of the university. Initiatives have been put in place on campus to enhance safety and security.

Security officers patrol the entire campus 24 hours a day. Univen is also equipped with 24 hour surveillance cameras.

## QUALITY OF INFORMATION AVAILABLE TO MANAGEMENT

The university continually ensures the quality of data available to management. Significant progress was made with the development and implementation of excellent management information systems. The data is audited and reported as prescribed by the Department of Higher Education and Training.



# IMPROVEMENTS IN ACADEMIC COURSE OFFERINGS

## Univen celebrates the accreditation of Bachelor of Accounting Sciences

The university's new flagship programme, the Bachelor of Accounting Sciences Degree, currently offered by the Department of Accountancy in the School of Management Sciences, under the Univen/Thuthuka project is accredited by the Higher Education Quality Committee of the Council on Higher Education, South Africa. This accreditation implies that Univen is now in a stronger position to apply to the South African Institute of Chartered Accountants, the premier body of the chartered accountancy profession in South Africa, for accreditation of the Bachelor of Accounting Sciences degree programme by 2018.



## Agricultural engineering programme

The registration of the programme was completed in the year under review and all necessary preparations were undertaken for the first student intake in 2017.

## Mining engineering programme

Ahmed Essop, former Chief Executive Officer of the Council on Higher Education, has been appointed as a consultant to undertake a feasibility study for the Mining Engineering programme, as required by the Department of Higher Education and Training. The Engineering Task Team continued to work on the alignment of the programme in line with the Engineering Council of South Africa guidelines.

## Construction technology programme

The Engineering Task Team organised a workshop on the development of the Construction Engineering programme. The workshop focused on the course content and credit values as well as the alignment of the programme to the Engineering Council of South Africa requirement. However, more work remains to be done. Two experts were invited to the workshop - Prof Wellington Thwala of the University of Johannesburg and Dr Gibbert Jeremy from the CSIR. The team further looked into the development and submission of new projects for CETA funding.

## Disaster risk reduction programme

The Bachelor of Environmental Science in Disaster Risk Reduction was approved by the Senior Executive Committee and serves at the Senate meeting of 15 March 2017 for ratification.

## Bachelor of Environmental and Natural Resource Science

A workshop on the introduction of the Bachelor of Environmental and Natural Resource Science took place in October 2016 and has been quality assured by the Institutional Planning and Quality Assurance Directorate.

## Bachelor of Earth Science in Mine Surveying programme

The Bachelor of Earth Science in Mine Surveying programme has been accredited by the Council on Higher Education and registered by the South African Qualifications Authority.

The department had discussions with the South African Council for Professional and Technical Surveyors (PLATO) (which no longer exists and was replaced by the South African Geomatics Council), concerning registration of graduates as members of the professional body. To streamline the process of registration PLATO recommended that certain knowledge areas need to be adequately covered in the curriculum.

## Alignment of teacher education qualifications to the minimum requirement

The process of aligning the teacher education qualifications to the minimum qualifications requirements continued during the year under review. The School of Education in collaboration with In-Process Quality Assurance has been working hand in glove to ensure that all the teacher education programmes were aligned to this policy.

These programmes had been evaluated in accordance with the policy on the Minimum Requirements for Teacher Education Qualifications:

- Advanced diploma in school leadership and management;
- Bachelor of Education honours in life sciences education;
- Bachelor of Education honours in early childhood education; and
- Bachelor of Education honours in educational management.

## Registration of qualifications by SAQA

In-Process Quality Assurance facilitated the registration of two qualifications which were accredited by the Higher Education Quality Committee of the Council on Higher education with the South African Qualifications Authority.

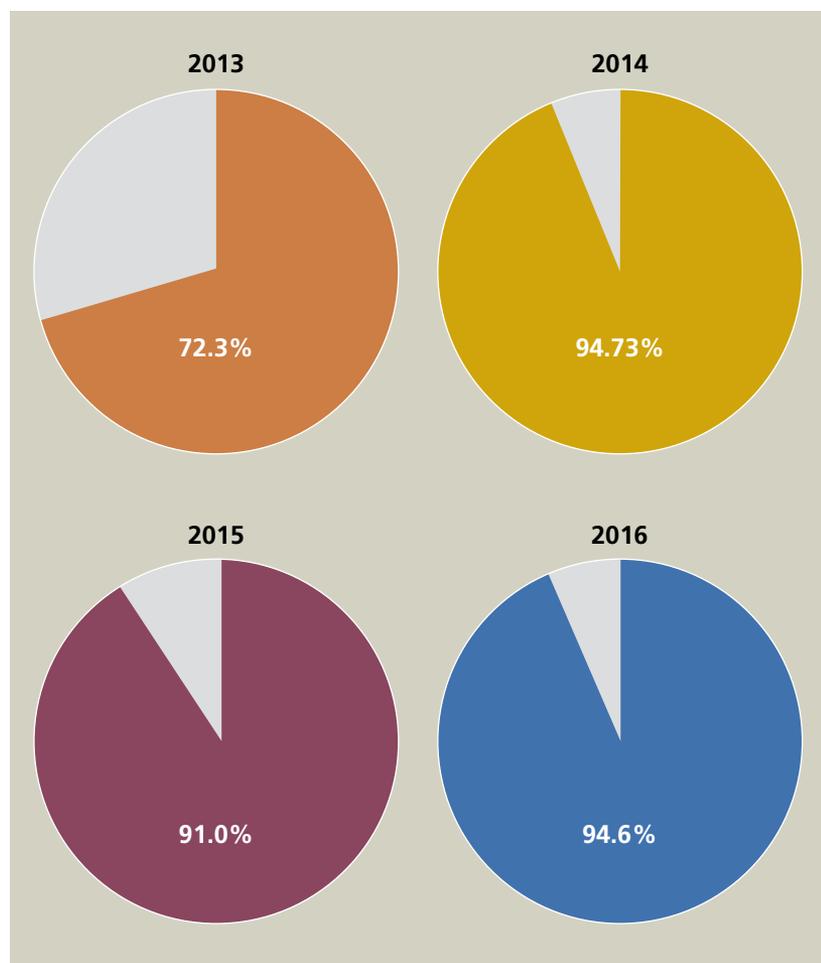
The two qualifications are Bachelor of Commerce in Accounting sciences (registration number - 99555), and Bachelor of Science in Bio-kinetics (registration number – 99603).

## Submission of programmes to the DHET for PQM clearance

Two programmes - the diploma in Agro Ecology and the diploma in Natural Resources - have been submitted to the Department of Higher Education and Training for the programme qualification mix clearance.

## Online registration

The overwhelming majority of students register online, which has greatly improved the registration process.



# QUALITY OF STUDENT LIFE, STUDENT SERVICES AND EXTRACURRICULAR ACTIVITIES

## Ensuring that students enjoy a healthy balance between activities

Univen continued to strengthen extramural activities to ensure that its student population can enjoy a healthy balance between curricular and extracurricular activities.

## Deputy Minister Mduzuzi Manana visited Univen as part of the Siyahlola programme

The visit monitored student residences and their living conditions. Minister Manana engaged with management and the Student Representative Council and commended the university for the progress made. In the year under review, Univen continued to improve and expand student accommodation.



## 2016/17 SRC election

The 2016/17 Student Representative Council elections were conducted on 13 October 2016 by the Independent Electoral Facilitators of Southern Africa.

## South African Humanities Deans Association scholarships

A total of 13 Univen PhD candidates of the Schools of Education, Health and Human and Social Sciences applied for the 2016 National Institute for Humanities and Social Sciences/South African Humanities Deans Association scholarship. Their applications were successful and they would each receive R126 000 per academic year for four years.

## Bursaries for students

Univen supports students with bursaries for various disciplines from junior to doctoral degrees. The funding comes from different SETAs like CETA, SASSETA, ETDPSSETA, SSETA as well as MERSETA. In the year under review CETA, for example, supported 30 students at a cost of R50 000 per student. The total bursary amount was R1 500 000.

## All People are People First - Univen Disability Awareness Day

Univen's Disability Awareness Day is held to raise awareness and understanding of how daily living affects students with disabilities. It also investigates the needs of such students for specific accommodation and assistive devices to ensure equal access to higher education.



## Student health awareness campaigns

The sexually transmitted Infections, condom and pregnancy awareness campaign was conducted in line with the national health calendar. The aim was to create awareness about the importance of using condoms in the prevention of sexually transmitted Infections and unplanned pregnancy. Other awareness campaigns focused on the services offered by the Campus Health Clinic, like HIV and tuberculosis.



## HSRC and Univen conduct impact evaluation exercise

Univen conducted an impact evaluation for the Higher Education and Training HIV/AIDS programme with the Human Sciences Research Council. It evaluated whether HIV awareness campaigns result in behavioural change by students and staff on campus.

## Peer educator training

Training for peer educators was facilitated by Campus Health. The training teaches students about peer education programmes, strategies and skills for marketing of the programme. Topics included tuberculosis, sexually transmitted infections, voluntary male medical circumcision and basic HIV/AIDS related information.

## Valentine's Day celebration

One of the popular events celebrated by Univen students is Valentine's Day. The 2016 celebration was well received due to collaboration between the Student Representative Council and the Sport and Recreation Unit. The council's Minister of Arts, Culture and Religious Affairs, Ms Nemavhundi, other council members, volunteers and interns worked hard to stage various events, including the Valentine gala dinner.



## SRC President symbolically receives National Press Club's Newsmaker of the Year award

Univen's Student Representative Council President, Mashudu Nthulane, symbolically received the National Press Club's Newsmaker of the Year award for 2015 on 9 September 2016. The award is annually presented to people



or organisations that capture media attention based on newsworthiness and impact. While other Student Representative Council presidents left the meeting with President Zuma at the Union Buildings in October 2015, Nthulane remained, stating "I have been mandated by my constituency to hear what the President has to tell the tertiary education students of South Africa. I have to listen and report back."

## Universal Greening Project conducts Roadshow – #Savewater

The student Universal Greening Organisation conducted a roadshow to promote the preservation of water on 18 March 2016. It was attended by representatives of the National Youth Development Agency, the Limpopo Department of Economic Development, Environment and Tourism, the Kara Heritage Institute and the Department of Water and Sanitation.



## Welcome function for international students

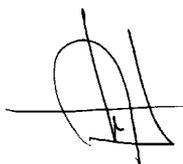
The Directorate of International Relations, with the Student Representative Council and the Univen International Student Union, organised a welcome function for international students on 10 February 2016.

The highlights of the event included the launch of the 2016 Buddy Programme, which promotes social interaction between local and international students.

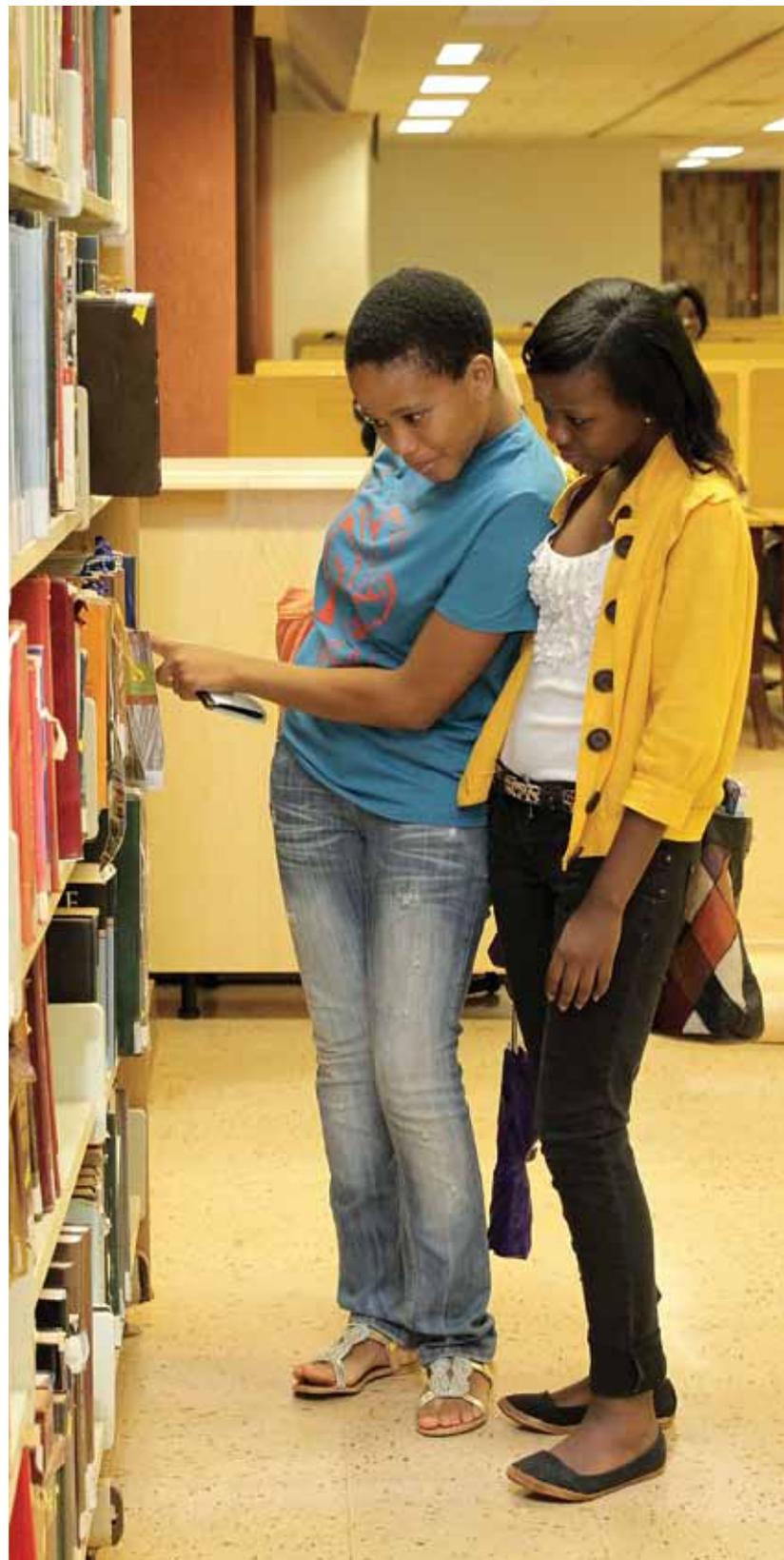


## Acknowledgements

In the year under review the university was well-managed, stable with a clear focus and commitment to the core business of teaching and learning. My gratitude and acknowledgements go to the Chairperson and Deputy Chairperson of Council, Council Committee Chairs, Council Members, Senior and Executive Management, colleagues and student leaders for their valuable contribution to making 2016 another successful year.



**Prof PA Mbat**  
*Vice Chancellor and Principal*





# CHAIRPERSON OF COUNCIL AND VICE CHANCELLOR'S PERFORMANCE ASSESSMENT REPORT

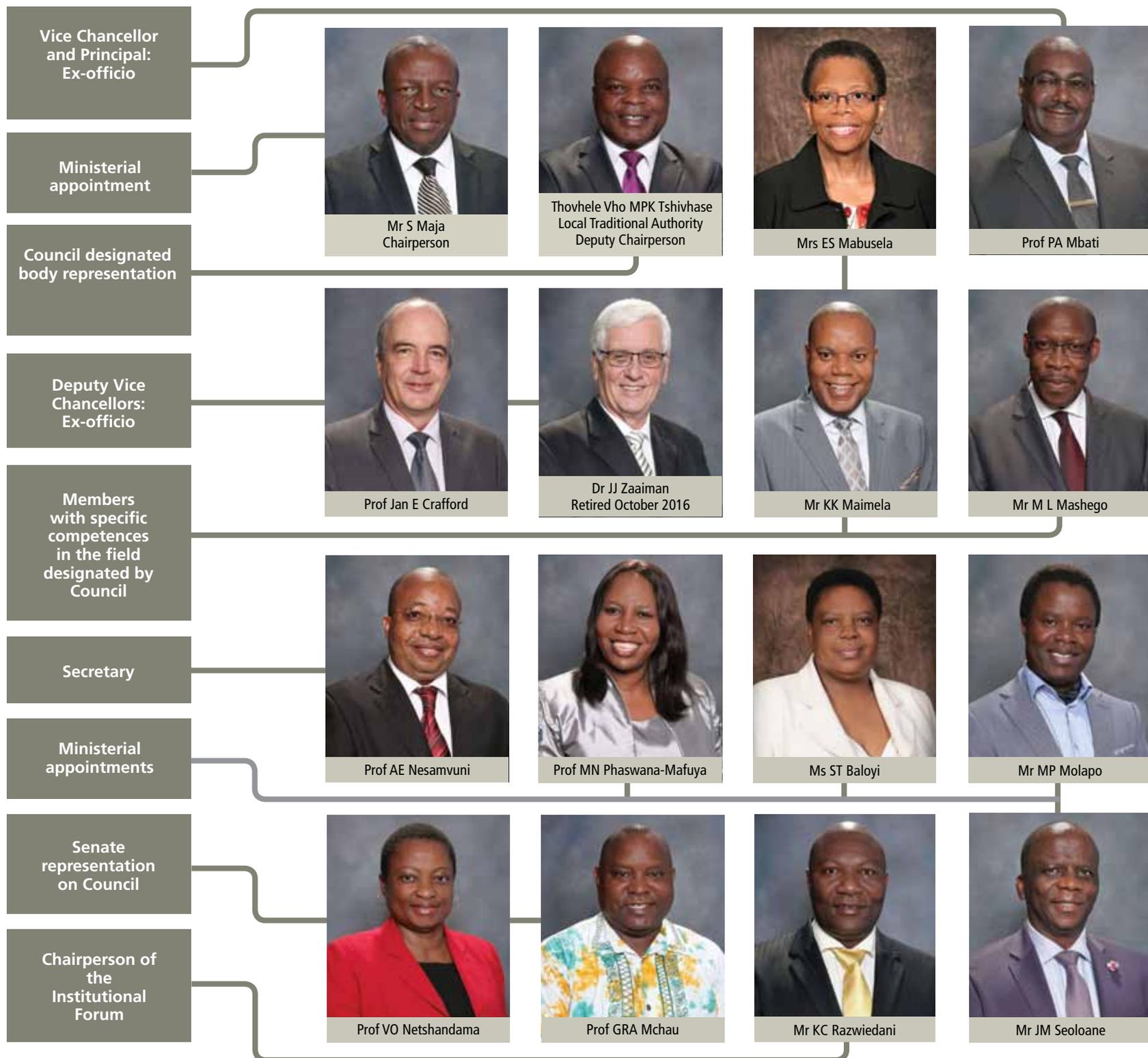
## Univen strengthening its position as a leading rural-based university

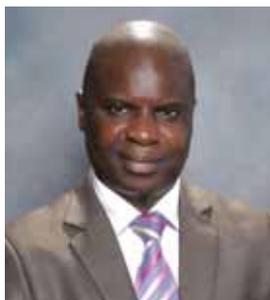
The University of Venda was able to sustain its growth and continued to strengthen its position as one of the leading rural-based South African universities. The implementation of the 2016-2020 strategic plan successfully commenced with most of the targets which the university had defined for the year under review, achieved. The enrolment continued to grow in line with the 2019 ministerial target and in 2016 the total headcount was 15 233. The enrolment per subject category in 2016 was

37.5% in science, engineering and technology including health, 20% in business and management, 14.5% in education and 28% in humanities and law. The success rate stood at 85.9%, whereas the pass rate was 86.51%. The research output upheld its growth trajectory. In 2015 the Department of Higher Education and Training awarded the university 271.63 research output units, which corresponds with 0.94 per capita research publications.



# COUNCIL MEMBERS





Mr LL Ndou



Ms KS Makgoka



Mrs MG Maluleke



Dr NB Nthambeleni

Academic employees representation

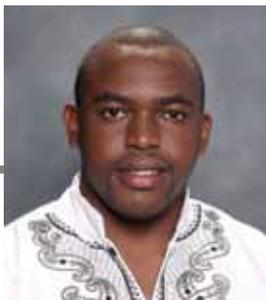
Donor representation



Mr ME Selomo



Ms MC Nthulane



Mr S Ramalwa

Convocation representation on Council

Student Representative Council representation

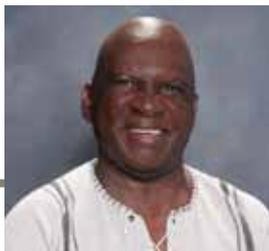
Premier of Limpopo appointment



Dr LJ Phahlamohlaka  
Council for Scientific and Industrial Research



Prof CM Nherera  
Women's University in Africa



Mr KR Madzhie  
SA College Principal's Organisation



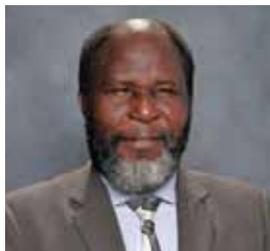
Mr R C Chhagan  
Mines

Council designated body representation

Thulamela Municipality representation



Prof KG Setswe  
Human Sciences Research Council



Mr NA Mutoti



Mr AS Tshifhango



Mr BL Makhado

Administrative employees representation

Service employees representation

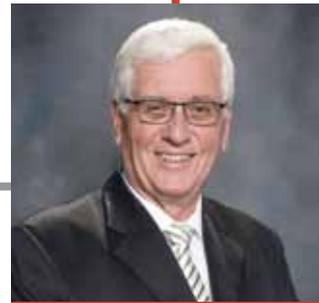
# SENIOR MANAGEMENT STRUCTURE



Vice Chancellor and Principal  
Prof Peter A Mbat



Deputy Vice Chancellor:  
Academic  
Prof Jan E Crafford



Deputy Vice Chancellor: Operations  
Dr Jannie J Zaaiman  
Retired October 2016



University Registrar  
Prof Edward Nesamvuni



Executive Assistant  
Esther Munano



Director:  
Communications  
and Marketing  
Takalani Dzaga



Director:  
Institutional Planning  
and Quality Assurance  
Prof Thina Ngobeli



Director:  
International Relations  
Cornelius Hagenmeier



Director:  
Legal Services  
Edward Lambani



Director: Research and Innovation  
Prof Georges-Ivo Ekosse



Director: Community Engagement  
Prof Vhonani Netshandama



Director: Library Services  
Mushoni Mulaudzi



Acting Director: Centre for Higher Education, Teaching and Learning  
Prof Nancy Mutshaeni



Director: Finance  
Rose Mgobo



Director: Human Resources  
Justice Tshililo Manenzhe



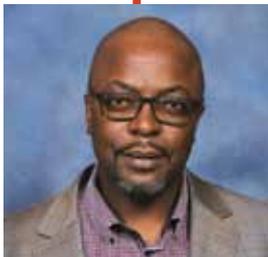
Director: Information Technology (Vacant)



Dean: School of Agriculture  
Prof Ainamensa Mchau



Dean: School of Human and Social Sciences  
Prof Mokgale Makgopa



Director: Facilities Management  
Malose Lamola



Director: Safety and Security  
Azwidowi Mukheli



Director: Univen Innovative Growth Company  
Dr John Mudau



Dean: School of Education  
Dr Peter Mulaudzi



Dean: School of Environmental Sciences  
Prof John Odiyo



Dean: School of Health Sciences  
Senior Prof Base Khoza



Dean: School of Law  
Annette Lansink



Deputy University Registrar  
Humphrey Mugwedi



Director: Student Affairs  
Dr Catherine Selepe



Head: Committee Administration  
Martha Lewis



Dean: School of Management Sciences  
Prof Armstrong Kadyamatimba



Dean: School of Mathematical and Natural Sciences  
Prof Natasha Potgieter

# PREDETERMINED OBJECTIVES

## STRATEGIC OBJECTIVE 1:

### Key performance area 1:

Adherence to Department of Higher Education and Training size and shape directives to meet 2019 ministerial enrolment targets				
Key performance indicators	2016 Target	Actual achievement against 2016 target	Deviation from 2016 target	Comment on deviation: both over and under achievement of target
Enrolment headcount increases to 15 592 by 2019 from a 2015 baseline of 13 829.	Total student headcount of 14 000.	Total student headcount of 15 233 enrolled.	Target exceeded by 1 233 students (8.8%).	Re-admission of unexpected numbers of returning students after increased NSFAS funding in 2016 resulted in the increase. Closer monitoring of the enrolment targets will be done for 2017.
Headcount enrolments in undergraduate diplomas and certificates increases to 5% by 2019 from a 2015 baseline of 2,2%.	2,5% of total headcount enrolled in undergraduate diplomas and certificates.	1.8% of total headcount enrolled in undergraduate diplomas and certificates.	Below target by 1.8%.	Not all new certificate and diploma programmes were accredited in time for first-time enrolments in 2016, resulting in the institution not being able to achieve target. With new programmes now approved, there will be an improvement to the target in 2017.
Enrolments per classification of educational subject matter category adjusted to meet 2019 ministerial targets from a baseline of 37% SET; 16% Business and Management, 21% Education; 26% Humanities and Law.	39% SET and Health.	37.51% SET and Health.	Target missed by 2.49%.	The target percentages are applied strictly to first-entering students and only qualifying students are admitted. Better programme marketing will be implemented to attract more qualifying students.
	16% Business and Management.	20.01% Business and Management.	Target exceeded by 3.99%.	The target percentages are applied strictly to first-entering students, but it is impossible to control the number of returning students. There will be more strict enrolment planning for 2017.
	19% Education.	14.48% Education.	Target missed by 4.52%.	The target percentages are applied strictly to first-entering students and only qualifying students are admitted. Better programme marketing will be implemented to attract more qualifying students.
	23% Humanities and Law.	28% Humanities and Law.	Target missed by 5%.	The target percentages are applied strictly to first-entering students and only qualifying students are admitted. Better programme marketing will be implemented to attract more qualifying students.

## Key performance area 2:

### A programme qualification mix reflective of the comprehensive mandate

Key performance indicators	2016 Target	Actual achievement against 2016 target	Deviation from 2016 target	Comment on deviation: both over and under achievement of target
Introduction of professional qualifications in engineering and related field.	Mining engineering programme curriculum and co-hosting arrangements with Wits finalised.	Three formal engagements between Univen and Wits ITS delegations tasked with the curriculum and co-hosting of Univen mining engineering programmes took place in 2016. Mining engineering feasibility study was submitted to DHET.	Target achieved.	
	Water and Environmental Engineering programme curriculum, review, Senate and Council approval and external collaboration arrangements finalised.	Curriculum completed and submitted for external review. Submission for internal approval in 2017.	Target partially achieved.	External reviews of curriculum not received in time for internal approval in 2016. This will be fully implemented in 2017.
New career-focused bachelor, diploma and certificate programmes.	Construction Technology Engineering programme curriculum, review, Senate and Council approval.	Curriculum completed.	Target achieved.	
	Diploma in Agro-ecology and Diploma in Natural Resource Management curriculum, review, Senate and Council approval.	The diplomas were approved by Senate and Council for submission to DHET.	Target achieved.	No deviation exists.
	Diploma in Mine Safety, Health and Environment conceptualisation and curriculum.	New Diploma conceptualised and curriculum in the School of Environmental Sciences.	Target achieved.	No deviation exists.
	Diploma in GIS and Remote Sensing conceptualisation, curriculum, review, Senate and Council approval.	New diploma conceptualised and curriculum in the School of Environmental Sciences.	Target partially achieved.	There were time constraints to submit the programmes to Senate and Council. This will be implemented in 2017.
	Diploma in Travel re-curriculum and submitted for internal review and approval.	Diploma re-curriculum and submitted for internal review and approval.	Target achieved.	

## Key performance area 2:

### A programme qualification mix reflective of the comprehensive mandate

Key performance indicators	2016 Target	Actual achievement against 2016 target	Deviation from 2016 target	Comment on deviation: both over and under achievement of target
New career-focused bachelor, diploma and certificate programmes.	Obtain Department of Higher Education and Training permission to add existing National Diploma in Information Communications Technology to Univen's programme qualification mix.	Permission not obtained.	Target not achieved.	Resource constraints in Computer Science Department. To be implemented in 2017.
	Court Interpreting Certificate submitted to Institutional Planning and Quality Assurance.	Certificate submitted to IPQA.	Target achieved.	No deviation exists.
	Certificate of Communication in Business English submitted to Institutional Planning and Quality Assurance.	Curriculation of new certificate not completed on time for submission in 2016.	Target not achieved.	Lack of specialist knowledge in hosting department. To be addressed in proceeding year.
	Sign Language Certificate submitted to Institutional Planning and Quality Assurance.	Curriculation of new Certificate not completed on time for submission in 2016.	Target not achieved.	Lack of specialist knowledge in hosting department. To be addressed in proceeding year.
	Bachelor of Disaster Risk Science curriculum, review, Senate and Council approval.	The programme has been sent to the DHET for PQM clearance. Awaiting outcomes.	Target achieved.	
	Bachelor of Heritage Studies submitted to Department of Higher Education and Training.	Bachelor of Heritage Studies submitted to DHET for approval.	Target achieved.	
Introduction of three allied-health professional programmes in the School of Health Sciences: Clinical Associate Physiotherapy Radiography.	Consultations for curriculum development: Collaboration with Wits and consultation with the Health Professions Council of South Africa.	The targeted consultations with external stakeholders took place under the leadership of the School of Health.	Partially achieved.	The introduction of professional qualifications in the allied health sciences is an ongoing process involving several external stakeholders. To be completed in proceeding year.

# STRATEGIC OBJECTIVE 2: QUALITY TEACHING AND LEARNING

## Key performance area 1:

Quality of the curriculum				
Key performance indicators	2016 Target	Actual achievement against 2016 target	Deviation from 2016 target	Comment on deviation: both over and under achievement of target
3-year cycle of programme quality reviews.	5% of all programmes reviewed and quality recommendations implemented.	The reviews were not conducted.	Partially achieved.	The reviews were not conducted due to capacity constraints at IPQA. To be completed in proceeding year.
All programmes appropriately aligned to the higher education qualifications sub-framework.	All category B programmes aligned and added to programme qualifications mix.	All 20 category B qualifications aligned to the HEQSF and added to the HEQSF PQM.	Achieved.	
Work integrated and workplace learning.	Work integrated learning coordinator appointed and work integrated learning formalised in all professional programmes.	The work integrated learning coordinator was appointed in 2015.	Achieved.	Some programmes don't lend themselves to work integrated learning.
		Work integrated learning was formally integrated in the curriculum of two programmes each in the School of Management Sciences and School of Agriculture.	Partially achieved.	Greater efforts will be made to ensure full achievement in proceeding year.

## Key performance area 2:

Delivery of the curriculum				
Key performance indicators	2016 Target	Actual achievement against 2016 target	Deviation from 2016 target	Comment on deviation: both over and under achievement of target
Curriculum delivery evaluated by students.	Workshops with academics on the new online evaluation of teaching and modules.	<p>Two approaches were taken for an online evaluation:</p> <ol style="list-style-type: none"> <li>1. As part of training workshops on using the Learning Management System staff was introduced to designing teaching evaluations online.</li> <li>2. A specific evaluation system was also created as part of collaboration with Wits and the University of Limpopo, general testing was completed at the end of 2016.</li> </ol>	Partially achieved.	<p>Because of the delays the system was still undergoing development and testing in 2016.</p> <p>A number of revisions were made to the specifications and the final testing was thus delayed. The system will be deployed in 2017.</p> <p>The paper-based evaluations processed through the magnetic scanner were used.</p>
Implementation of e-learning.	Centre of Higher Education Training and Learning designs training programme for academics in e-learning methodology and technology.	<p>The training programme was designed as per the report below.</p> <p>An adoption framework was designed, with:</p> <ol style="list-style-type: none"> <li>1. SWOT analysis on each course curriculum to identify areas where technology use will improve teaching and learning.</li> <li>2. Technology Pedagogy Knowledge framework used for cooperation between technology, pedagogy and course content specialists in designing an online course for each lecture.</li> <li>3. Online not to be a duplication of the existing course in the traditional form but must be used to take teaching and learning to another level.</li> </ol>	Target achieved.	

## Key performance area 2:

Delivery of the curriculum				
Key performance indicators	2016 Target	Actual achievement against 2016 target	Deviation from 2016 target	Comment on deviation: both over and under achievement of target
Implementation of e-learning.	Centre of Higher Education Training and Learning designs training programme for academics in e-learning methodology and technology.	<p>4. Sound pedagogical principles to be followed online to make sure teaching and learning takes place and the online environment is not a content management system but a learning management system.</p> <p>The framework was presented during the listed trainings as per programme indicated below.</p> <p>Academic staff members were trained as per year plan, training or practise courses were also created and support was provided in preparation for teaching online. Dates when trainings were conducted in the Library training room.</p> <ul style="list-style-type: none"> <li>• 22 February</li> <li>• 29 February</li> <li>• 7 March</li> <li>• 14 March</li> <li>• 18 April</li> <li>• 25 April</li> </ul> <p>Training registers and training evaluations were filed after each training day.</p>	Target achieved.	
	10% of all modules in electronic format and uploaded onto the e-learning platform.	<p>More than 10% of all modules in electronic format and uploaded onto the e-learning platform.</p> <p>414 courses were active online (estimated to be more than 20%) by the end of 2017.</p>	Target achieved.	

### Key performance area 3:

Academic support for students				
Key performance indicators	2016 Target	Actual achievement against 2016 target	Deviation from 2016 target	Comment on deviation: both over and under achievement of target
Academic support for first year students.	Roll out of the first year experience programme to students.	<p>First year experience programme is being rolled out in phases. The Academic Development Unit is solely responsible for academic literacies this year. A study skills guide titled: 'Maximising student motivation, learning and achievement: a study skills guide' has been published. This guide was distributed to all first year students through the assistance of English Communication Skills Coordinator. The guide was distributed to students during classes.</p> <p>Using this guide, 'at risk' students receive face to face support sessions with educational development practitioners in the unit. They are also referred to module lecturers for further face to face support. The living and learning mentors are hard at work referring 'at risk' students to the Academic Development Unit for the provision of student support services. This process is so far moving smoothly.</p>	Target achieved.	No deviation.

### Key performance area 3:

Academic support for students				
Key performance indicators	2016 Target	Actual achievement against 2016 target	Deviation from 2016 target	Comment on deviation: both over and under achievement of target
Academic support for students with disabilities.	All identified students with disabilities are trained on services offered within the disability unit.	10 students with disabilities were identified and trained on various assistive devices.	Target achieved.	
	Academic support offered to students with disabilities.	<p>In isolated cases students with disabilities are referred to academic developers-student support to attach them to mentors who would provide academic support in problem modules.</p> <p>Also, students with disabilities receive their learning material according to preferred format i.e. Braille, large print and electronic.</p> <p>Students with disabilities were provided with special venues for tests and exams. Students were given support for tests that were written during weekends. Other support includes printing of their assignment and notes that are sent electronically by the lecturers.</p>	Target achieved.	

### Key performance area 3:

Academic support for students				
Key performance indicators	2016 Target	Actual achievement against 2016 target	Deviation from 2016 target	Comment on deviation: both over and under achievement of target
Tutorial support in modules at-risk.	Centre for Higher Education Training and Learning identifies modules with poor pass rates in all schools.	Modules with poor pass rates were not identified by the Centre for Higher Education Training and Learning as planned.	Target not achieved.	<p>There is still a need for systems to be in place on how to achieve this target. Academic developers will bring that to module lecturers' attention.</p> <p>The suggested approach to dealing with this target in future is that IPQA prepares a print out of all modules with high failure rate and bring that to the attention of the module lecturers. Only then, the module lecturer will have a strong case to have their module in the tutorial programme.</p>
Targeted academic support for students at-risk.	Centre for Higher Education Training and Learning identifies students at-risk after first formative assessment and conduct interviews to ascertain causes of under-performance.	Academic Development Unit student support and development team worked with mentors and academic staff to support at-risk students through constant face to face sessions held between 'at risk' students and the executive development programmes.	Partially achieved.	At the moment, it is still difficult to track students at risk based on formative assessment marks. This will be improved in the proceeding year.

## Key performance area 4:

Student success				
Key performance indicators	2016 Target	Actual achievement against 2016 target	Deviation from 2016 target	Comment on deviation: both over and under achievement of target
Improved first year success.	Centre for Higher Education Training and Learning undertakes research to identify causes of first year attrition through failure and drop-out.	Research to identify causes of first year attrition will be undertaken in 2017.	Target not achieved.	Lack of capacity. This will be addressed by new appointments.
Increased graduation rates (17% baseline for 2014. This percentage will increase after the September graduation),	Graduation rate of 19%.	Graduation rate of 19.9%.	Target exceeded.	Possibly due to enhanced student funding, allowing re-admitted students to graduate successfully.
Increased student success rate (baseline 84,71% for 2014).	Increase to 84,9%.	Student success rate of 85.9%.	Target exceeded.	Possible increase in effectiveness of academic support offered to students.

# STRATEGIC OBJECTIVE 3: RESEARCH AND INNOVATION

## Key performance area 1:

Increased research capacity				
Key performance indicators	2016 Target	Actual achievement against 2016 target	Deviation from 2016 target	Comment on deviation: both over and under achievement of target
Increase number of National Research Foundation-rated researchers.	Increase number of National Research Foundation-rated researchers by 20%, from 17 to 21.	The total number of National Research Foundation-rated researchers increased by 47%, from 17 to 25.	Target exceeded by 23.5%, or 4 researchers.	In the 2016 academic year, Univen submitted a total of 13 rating applications to the National Research Foundation. A total of 3 applications were successful, of which 2 applications were submitted for re-evaluation and only 1 new rating was approved. However, there is a pending application for re-evaluation which is yet to be finalised by the foundation. In addition to the new applications of the foundation rating and evaluation, Univen recruited 2 foundation-rated researchers, thus the total number of foundation-rated researchers at Univen is 25.
Increased number of special category academics in support of the academic core project.	Increase number of research professors, postdoctoral fellows, adjunct professors, visiting fellows, professor emeriti by 3.	Postdoctoral fellows increased from 10 to 13 research Professors from 1 to 4, adjunct professors increased from 32 to 36.	Partially achieved.	The policy for professor emeritus will be implemented in 2017.

## Key performance area 2:

Research outputs				
Key performance indicators	2016 Target	Actual achievement against 2016 target	Deviation from 2016 target	Comment on deviation: both over and under achievement of target
Increased research outputs aligned to the Department of Higher Education and Training targets.	Total research outputs 0.6 per capita units.	The total research outputs per capita increased to 0.94.	Target exceeded by 0.34.	Aggressive programmes on research and publications through funding from the Department of Higher Education and Training, the National Research Foundation, and other relevant funding agencies provided financial support for workshops, retreats and conferences, wherein staff improved upon their writing and publication skills.

## Key performance area 3:

Renewable energy				
Key performance indicators	2016 Target	Actual achievement against 2016 target	Deviation from 2016 target	Comment on deviation: both over and under achievement of target
Conceptualisation of a Centre for Renewable Energy.	Integrated renewal energy project (biogas and solar) - primarily for teaching and research - as an alternative energy source on campus.	Conceptual document developed.	Target achieved.	

## Key performance area 4:

Technology transfer				
Key performance indicators	2016 Target	Actual achievement against 2016 target	Deviation from 2016 target	Comment on deviation: both over and under achievement of target
Technology transfer projects initiated for community use.	<ul style="list-style-type: none"> <li>• Appointment of a technology transfer officer</li> <li>• Two technology transfer projects initiated for community use.</li> </ul>	<ul style="list-style-type: none"> <li>• Technology officer appointed</li> <li>• No technology transfer projects were initiated in 2016.</li> </ul>	Partially achieved.	There has been a delay in the finalisation of recruitment process for appointment of technology transfer co-ordinator and technology transfer officer. Only the position of technology transfer assistant will be filled in January 2017.

# STRATEGIC OBJECTIVE 4: INTEGRATED COMMUNITY ENGAGEMENT INITIATIVES

## Key performance area 1:

Community engagement flagship projects				
Key performance indicators	2016 Target	Actual achievement against 2016 target	Deviation from 2016 target	Comment on deviation: both over and under achievement of target
Vuwani Science Resource Centre.	Increase number of participating learners from rural schools in the maths and science enhancement programme at Vuwani Science Resource Centre.	A total of 20 666 learners in Vhembe Municipality and some learners from Capricorn Municipality have participated in the maths and science enhancement programme at Vuwani Science Resource Centre. About 215 primary and secondary schools were covered.	Target achieved.	

## Key performance area 2:

Science outreach and knowledge transfer				
Key performance indicators	2016 Target	Actual achievement against 2016 target	Deviation from 2016 target	Comment on deviation: both over and under achievement of target
Knowledge transfer activities.	Annual Farmers Day.	School of Agriculture participated in Tzaneen Agriculture expo on 22 September 2016.	Partially achieved.	Target not achieved as the university did not participate in Annual Farmers Day. Sufficient budget will ensure this is implemented in the proceeding year.
	Annual GIS week.	<ul style="list-style-type: none"> <li>Increased the total number of grade 10-12 learners involved from 2 500 to 3 000;</li> <li>Increased the number of educators from each school from 5 to 10;</li> <li>Increased School Governing Board members involved per school from 2 to 4;</li> <li>Increased Vhembe District Municipality Geography Subject Advisors per school from 2 to 4;</li> <li>Increased the number of representatives from sector departments from 3 to 5.</li> </ul>	Partially achieved.	<ul style="list-style-type: none"> <li>Insufficient budget initially allocated for the event.</li> <li>School closure in Vuwani area affected some of the schools initially selected for the event.</li> <li>Appropriate budget will be made available in the proceeding year.</li> </ul>
	Annual winter school.	The university hosted annual winter schools during 2016 and a total of 376 learners participated. This is 1 024 less compared to 2015 enrolment of 1 400 learners. There were 11 teaching and support staff who assisted the learners. Learners were taught and motivated by various speakers.	Target achieved.	Although the target has been achieved, the learner turnout was low due to a non-provision of accommodation.

## Key performance area 2:

Science outreach and knowledge transfer				
Key performance indicators	2016 Target	Actual achievement against 2016 target	Deviation from 2016 target	Comment on deviation: both over and under achievement of target
Univen community radio station.	<p>Monthly profiling of academic core activities of:</p> <ul style="list-style-type: none"> <li>- Teaching, learning and research</li> <li>- Community engagement</li> <li>- Innovation and technology transfer</li> <li>- Knowledge transfer.</li> </ul>	<p>Interviews were conducted with Director: Communications on various topics including graduation ceremonies, Exhibition and Research Day.</p> <p>Increased phone-in programmes on various topical issues and listeners' choice programme on music.</p> <p>Hosting of Government Information Communications System programmes on DTT and other new trends in the media.</p> <p>Utilisation of Univen experts on topical issues of national importance including Prof Molapo doing analysis on our current affairs political show.</p>	Target achieved.	

## Key performance area 2:

Science outreach and knowledge transfer				
Key performance indicators	2016 Target	Actual achievement against 2016 target	Deviation from 2016 target	Comment on deviation: both over and under achievement of target
Multi-stakeholder community engagement forums.	At least 1 structured engagement with communities in a well-publicised community engagement forum.	<p>Achieved</p> <p>4 engagements were achieved.</p> <ul style="list-style-type: none"> <li>• Stakeholders' engagement meeting for the Lesbian, Gay, Bisexual, Transgender and Intersex on 4 February 2016.</li> <li>• Core skills training for school leaders, circuit managers and school governing bodies at PorcheVilla Hotel from 11-3 March 2016 as part of the project Understanding best-performing schools in Limpopo.</li> <li>• Indigenous Knowledge Systems interface from 18 -19 August 2016 at PorcheVilla Hotel.</li> <li>• The 4th Indigenous Knowledge Systems Interface held in conjunction with the 9th South African Research Chairs Institute Retreat hosted at Univen from 2-6 December 2016.</li> </ul>	Target exceeded by 3 engagements.	Collaborations, community demands and financial support of external partner made it possible for additional engagement.

# STRATEGIC OBJECTIVE 5: FINANCIAL SUSTAINABILITY

## Key performance area 1:

Prudent financial management				
Key performance indicators	2016 Target	Actual achievement against 2016 target	Deviation from 2016 target	Comment on deviation: both over and under achievement of target
3-Year financial plan and budget based on university needs analysis.	Approved 3-year financial projection plan and annual budget with 5% increase from income streams.	3-Year financial projection plan was approved and consolidated in the APP for 2016.  Annual budget increased by 5.3% compared to the previous financial year.	Target achieved.	
Financial management of income and expenditure.	Focus on sustainable revenue growth and management of internal controls and reducing audit queries by 10% per year.	Sustainable revenue growth - the revenue has increased by 7% compared to the previous financial year.	Target achieved.	
		Management of internal controls and reducing audit queries by 10% per year – the audit findings decreased by 7%.	Target not achieved.	The deviation is due to increase in audit findings in subsidiary companies. Management has created an Internal Audit Committee to assist with oversight role to ensure that the audit findings are reduced.

## Key performance area 2:

Continuously increasing revenue				
Key performance indicators	2016 Target	Actual achievement against 2016 target	Deviation from 2016 target	Comment on deviation: both over and under achievement of target
Increase third-stream income generation.	10% increase from Univen Income Generation Centre, foundation, and research and agriculture revenue.	The third stream income generation increased by 9%.	Below target by 1%.	Univen Income Generation Centre income decreased by 100% compared to the previous financial year, due to increase in operating expenses. The company contributed R8 million to the university bursaries. Agriculture income decreased by 13%, the School of Agriculture only sell experimental goods which depends on activities of the students. The third stream income generating entities will be given support to ensure that the companies are able to financially assist the university.
	Implementation of investment strategy with 50% short-term, 40% medium-term and 10% long-term investments.	Investment strategy was implemented. The investment in long term was 11% and the investment in short term was 89%.	Target not fully achieved.	Due to market volatility and other economic factors, investment had to be kept in short term to ensure that the funds are accessible.

# STRATEGIC OBJECTIVE 6: INTEGRATED PEOPLE MANAGEMENT

## Key performance area 1:

Staff development				
Key performance indicators	2016 Target	Actual achievement against 2016 target	Deviation from 2016 target	Comment on deviation: both over and under achievement of target
Leadership and management development.	30% Senior & middle managers completed Higher Education Leadership and Management programme.	45% Senior & middle managers completed Higher Education Leadership and Management programme.	15% Above target.	<p>There was a series of leadership and management development training which targeted senior and middle managers funded by the ETDPSETA.</p> <p>49 Of 109 senior and middle managers completed Higher Education Leadership and Management programmes.</p>
	30% Female middle & senior managers completed Women in Leadership programme.	39% Female middle & senior managers completed Women in Leadership programme.	9% Above target.	<p>There was leadership and management development training which targeted specifically women in leadership co-funded by the university and the ETDPSETA.</p> <p>24 Of 32 female senior &amp; middle managers completed Women in Leadership programmes.</p>

## Key performance area 2:

Become employer of choice				
Key performance indicators	2016 Target	Actual achievement against 2016 target	Deviation from 2016 target	Comment on deviation: both over and under achievement of target
Attraction and retention of professional staff.	Develop integrated attraction and retention strategy with specific implementation targets and monitor agreed upon performance targets on quarterly basis.	The integrated attraction and retention strategy has not been developed yet. The process is still underway.	Target not achieved.	The service provider has been appointed to assist the university to develop the attraction and retention strategy. Online survey for staff members to complete will be developed in 2017.
	Institutionalise performance management to all staff and 10% improvement in general staff skills per year.	1.19% Improvement in general staff skills for 2016.	8.81% Below target.	Only academic heads of departments, heads of admin sections and labour structures were workshopped on performance management (77 of 910 staff members). There will be greater planned participation in the proceeding year.

## Key performance area 3:

Transforming Univen				
Key performance indicators	2016 Target	Actual achievement against 2016 target	Deviation from 2016 target	Comment on deviation: both over and under achievement of target
Implement integrated transformation plan.	Identification and implementation of approved interventions in six transformation themes: <ul style="list-style-type: none"> <li>• Core business</li> <li>• People management</li> <li>• Student centricity</li> <li>• Social cohesion</li> <li>• Institutional culture</li> <li>• Governance</li> </ul>	The integrated transformation plan is updated every quarter and submitted to the Risk Management Committee, strategic transformation team and the Audit Committee for consideration. The targets set are also monitored by Internal Audit through the risk register and by management in their management meetings and corrective steps are taken.	Target not fully met.	Transformation is an ongoing process. The transformation task teams met and coordinated the implementation of approved interventions. However, it was not possible to realise all approved interventions.

# STRATEGIC OBJECTIVE 7: LINKAGES, PARTNERSHIPS AND INTERNATIONALISATION

## Key performance area 1:

Internationalisation of the academic core project				
Key performance indicators	2016 Target	Actual achievement against 2016 target	Deviation from 2016 target	Comment on deviation: both over and under achievement of target
International student exchange initiatives.	At least 20 students participated in international student exchange programmes or exchange visits.	30 Students participated in international exchange programmes or exchange visits.	Target exceeded by 10 students.	The overachievement of the target was due to the fact that Univen took advantage of externally funded opportunities for exchange visits and leveraged effectively on its international partnerships.
International staff exchange initiatives.	At least 10 staff members participated in international staff exchange programmes, including training and workshops.	13 Staff members participated in international staff exchange programmes, including training and workshops.	Target exceeded by 3 staff members.	The high number of staff mobilities taking place under the umbrella of Univen's institutional memoranda of understanding contributed to the over-achievement of the planned target.
International research collaborative projects.	At least two flagship international research collaborative projects.	As of 31 December 2016, flagship international research collaborative projects included the MALED project and the SPACES/LLL project.	Target achieved.	
Collaborative international and community engagement projects.	At least two flagship collaborative international and community engagement projects.	Two projects, the implementation of the 2016 activities of the Warwick in Africa and Water and Health in Limpopo international flagship collaborative community engagement projects for 2016 were concluded.	Target achieved.	

## Key performance area 1:

Internationalisation of the academic core project				
Key performance indicators	2016 Target	Actual achievement against 2016 target	Deviation from 2016 target	Comment on deviation: both over and under achievement of target
Recruitment strategies to increase international students.	Conceptually strengthen international marketing and recruitment strategies to increase international student numbers from a base of 2,2% student body to 2,5% of the total student body.	By 31 December 2016, 359 international students were registered at Univen, constituting approximately 2.36% of the student body.	0.14% Below target.	The end of the Zimbabwean Presidential Scholarship Programme in 2015 and the impact of the stricter legal framework for immigration adversely affected international student numbers in 2016. To counter the trend, international student marketing was intensified (Univen's first international career exhibition was held in Harare, Zimbabwe, career exhibitions in Swaziland and Namibia were attended and school visits commenced in Namibia), and the quality of the services available to international students was enhanced.

# STRATEGIC OBJECTIVE 8: ENHANCING QUALITY OF STUDENT LIFE

## Key performance area 1:

Student leadership & residences				
Key performance indicators	2016 Target	Actual achievement against 2016 target	Deviation from 2016 target	Comment on deviation: both over and under achievement of target
Responsible student leadership.	Ensuring continuous improvement in graduate student development projects: support for at least 5 graduate student leadership disabled students, graduate women with academic excellence and students of academic excellence.	10 Students were supported in 2016 (8 males and 2 females) all of them from student leadership SRC.	Target exceeded by 5 graduate students.	Human Resources Department had surplus human capital and financial resources available.
Collaborative student development and support programmes, services.	Ensuring appropriate student development and support programmes for quality living and learning through a number of programmes, integrated menus of student development and support programmes, a number of students in residence participating in living and learning programmes.	376 Students in residence participated in living and learning programmes.	Target not fully achieved.	Insufficient facilities for the activities in the residences, for example, meeting places and laboratories. Many residences not built to accommodate such activities. Noisy environment. There will be greater coordination with student leadership to ensure achievement of this target in proceeding year.
Quality off-campus residence for social activities, learning and wellness.	Ensuring that off-campus residence are appropriate and comply with DHET minimum standards (accreditation) for learning, emergency, student connectivity, health and wellness.	Implemented the gradings of statutes for the properties that meet and exceed the minimum standards. Establish a University Council- approved policy to enforce compliance with the norms and standards for accreditation.	Target not fully achieved as only evaluation and the comprehensive evaluation report were done. No measures have yet been implemented to mitigate/ reduce the identified risks as per the evaluation report.	Comprehensive report on the evaluation was done. Risks involved are off-campus residence landlords do not have title deeds which affect the issuing of municipality occupational certificates. Off-campus residence landlords may not have National Home Builders Registration Council certificates. The university will facilitate the process of communication between the landlords with relevant authorities.

## Key performance area 2:

Diversity				
Key performance indicators	2016 Target	Actual achievement against 2016 target	Deviation from 2016 target	Comment on deviation: both over and under achievement of target
A diverse student body.	Ensuring high level of respect and unconditional acceptance among the diverse student body by celebrating Freedom Day, Africa Day Commemoration, Heritage Day, religious activities (2) integration workshops (2), intercultural residence welcome programme (1) and implementation of the Integrated Transformation Plan.	<ul style="list-style-type: none"> <li>• Freedom Day celebrated</li> <li>• Africa Day Commemoration celebrated</li> <li>• Heritage Day celebrated</li> <li>• 2 Religious activities carried out</li> <li>• 2 Integration workshops conducted</li> <li>• Implementation of the Integrated Transformation Plan was done.</li> </ul>	Target not fully achieved as intercultural residence welcome programme was not embarked upon.	The intercultural residence welcome programmes require allocated person/s with specific focus on student development programmes, for example, student development officer to specifically focus on student development.

## Key performance area 3:

Health and wellness				
Key performance indicators	2016 Target	Actual achievement against 2016 target	Deviation from 2016 target	Comment on deviation: both over and under achievement of target
Effective participation in health and wellness.	Wellness promotion workshops, wellness programmes in residence, health awareness campaigns in line with the World Health Organization calendar, HIV/AIDS counselling and testing and safe sex campaigns.	<ul style="list-style-type: none"> <li>• 2 wellness promotion workshops were conducted</li> <li>• 5 226 students participated in primary health care awareness workshops</li> <li>• 4 Health &amp; Wellness done in DOH</li> <li>• 2 HIV &amp; testing campaigns done</li> </ul>	Target achieved.	

## Key performance area 4:

Student counselling and career development services				
Key performance indicators	2016 Target	Actual achievement against 2016 target	Deviation from 2016 target	Comment on deviation: both over and under achievement of target
Effective participation of student in workshops aimed at enhancing their normative development and future careers.	Efficient career development services life skills programmes to enhance the quality of student life and future careers: peer helper training and workshops in selected areas of student development and timely interventions.	7 Workshops conducted throughout the year on: <ul style="list-style-type: none"> <li>• Ready for work (5),</li> <li>• Education awareness on intellectual property,</li> <li>• Entrepreneurial skills.</li> </ul>	Target achieved.	

## Key performance area 5:

Student welfare				
Key performance indicators	2016 Target	Actual achievement against 2016 target	Deviation from 2016 target	Comment on deviation: both over and under achievement of target
Effective well-integrated strategy for student welfare support.	Increase the number of beneficiaries of the Thoho-ya-nzie sharing scheme to 50, develop policy of welfare support.	<ul style="list-style-type: none"> <li>• The number of beneficiaries of the Thoho-ya-nzie sharing scheme has increased to 37</li> <li>• Policy on welfare support not yet developed.</li> </ul>	Not achieved. 13 Beneficiaries below target.	The level of contestation between Counselling and Student Affairs departments made it impossible for this target to be met. Counselling Unit claims it's their turf. Leadership will be provided to ensure achievement of target in proceeding year.

## Key performance area 6:

Sports and recreation				
Key performance indicators	2016 Target	Actual achievement against 2016 target	Deviation from 2016 target	Comment on deviation: both over and under achievement of target
Improved facilities and the promotion of selected sporting codes.	Sports and recreation plan developed, promotion of selected flagship sporting codes to higher categories of competition in USSA games - soccer, cricket, rugby, badminton and dance	Sports and recreation plan: Developed and currently awaiting approval by Senior Management Committee  Flagship sporting codes male and female soccer teams promoted to category A in 2016 of USSA, netball in Category B, cricket and male rugby 7s still in USSA games.	Target achieved.	
Increase number of students participation in arts and cultural programmes.	At least 300 students' participation in arts and cultural programmes at national, regional and international levels.	Combined 230 students of choir, ZAZI and debate are participating in arts and culture.	70 Students below target.	There will be greater awareness for student participation in these activities.
Improved quality of sports and leisure.	At least 40 students in adaptive sports.	16 Students have and are still participating in blind cricket.	24 Students below target.	Not achieved due to under-staffing (capacity constraints). Better coordination and staff recruitment will be implemented.





# REPORT OF THE CHAIRPERSON OF COUNCIL

*Serobi Maja*  
Chairperson of Council



## Univen's financial well-being of prime importance

The year 2016 continued to show strong co-governance between university management and students. It was the strong student leadership which was demonstrated that saw the SRC President, Mashudu Nthulane symbolically receiving the National Press Club's Newsmaker of the Year for the #FeesMustFall campaign. Univen indeed develops future leaders by teaching, learning and community engagement.

Over the years the student headcount has been improving with a 23% increase in the undergraduate level from 10 677 in 2013 to 13 930 in 2016. Similarly, there has been a 26% increase at postgraduate level from 1 185 in 2013 to 1 632 in 2016.

On the international front there has been an average intake of about eight students from Botswana since 2013 to 2016 and an increase from 29 to 40 of students from Nigeria. The average number of students from Swaziland has been stable around 10. The largest number by far was from Zimbabweans, though with a decrease from 488 in 2013 to 237 in 2016. This decrease was due to the decrease in the Zimbabwean government scholarship.

In the review year the National Research Foundation-rated researchers increased from 16 to 25. A total of 13 rating applications were submitted. Postdoctoral research fellows increased by 3 from 10 to 13, research professors increased by 3 from 1 to 4 and adjunct professors by 4 from 32 to 36. Univen was allocated a total of 271.63 research units – an increase of 44.12 units or 16% from the 227.51 units for 2014 publications. The per capita research output increased from 0.71 in 2014 to 0.94 in 2015. A total of 29 PhD's graduated in 2016.

In any university one of the most important oversight roles of the Council is the financial sustainability of the institution. From a financial point of view, management once again ensured that the financial well-being of the university was uppermost in their minds. Through prudent financial management planning, Univen showed an operating loss of R20 million.

The loss is mainly attributed to the decrease of income from other activities, mainly ascribed to the slower recovery of student fees, due to the #FeesMustFall campaign. The increase in operating expenses, mainly due to an increase in personnel cost and the accounting losses which relate to impairment loss on property plan and equipment, also had an effect. Management worked hard to ensure that critical infrastructure, academic projects and maintenance of existing assets were not compromised.

Through the realignment of portfolios, management has re-emphasised the need to focus on the generation of third-stream income. This source of income is becoming more critical in ensuring the longer-term sustainability of the university.

Council is assured that it has adequately exercised its oversight and governance roles on the management of the university in 2016. This is a result of putting in place mechanisms that ensured effective implementation of tasks and the execution of key objectives. These were:

- Conversion to a comprehensive university;
- Quality of teaching and learning;
- Research and innovation;
- Integration of community engagement initiatives;
- Financial sustainability;
- Integrated people management;
- Linkages, partnerships and internationalisation; and
- Enhancing the quality of student life.

A complete report of the university's performance against each of these objectives is presented in the vice chancellor's performance report below. Council appreciates the hard work and commitment to the effective implementation of the university's strategic plan by all stakeholders. It is through focused commitment that Univen will remain on track towards realising its objectives. The Committees of Council were constituted consistent with requirements of relevant national legislation and they fulfilled their delegated functions. This statement presents an account of Council's responsibilities in discharging its duties in terms of governance for 2016.

Quality infrastructure supportive of an optimal learning environment remains a major challenge due to the ever-increasing number of students. This is not unique for Univen but a challenge for higher education in general. I am encouraged that the Univen will meet the demand for, among others, infrastructure needs due to positive interest from the private sector and government.

We continue to be indebted to the unwavering support from the Minister of Higher Education and Training, Dr Blade Nzimande, for his commitment towards improving the university's infrastructure.

Much more still needs to be done to provide sufficient infrastructure by building new student residences, new classrooms and student sports and entertainment facilities. The university is exploring other means through the Univen Innovative Growth Company to expand what it has and ensuring that it maintains facilities that have already been provided.

Management has engaged with external auditors SizweNtsalubaGobodo Inc. for the 2016 financial year audit. This is evident in the risk, internal administration / operation structures and control report.

We pledge to uphold our judicious style to financial management in 2017 to ensure sustainable growth, also in academic programmes.

Management has exercised sufficient control over funds received from subsidy – which remains our largest source of income – student fees and third stream income.

The consolidated financial statement of activities is presented in accordance with generally accepted accounting principles with clear recognition of revenue earned and expenses incurred. Overall, I am convinced that the funds have been used in the interest of the university to the best extent possible.



## Effective ethical leadership and corporate citizenship

The Council of the University of Venda has put in place policies, procedures and processes to ensure that the core business is conducted in an ethical manner, taking into account the impact of education and skills on the economy, society and the environment in the interests of its diverse stakeholders.

To instil an ethical culture, the university implemented a code of ethics for Council and staff, guided by King III. 2016 was also devoted to introduce staff and leadership to King IV. A code of conduct also exists and is communicated to all Council members. University staff have conditions of service documents that guide their ethical conduct and behaviour. In addition, both management and Council members declare conflict of interests annually.

The university has implemented an independently managed anonymous tip-off system managed by Deloitte and Touche, to serve as a deterrent against corruption. Further, all employees and service providers are discouraged from corrupt activities by regular declaration of possible conflict of interest.

Univen continues to implement various community engagement initiatives and programmes to assist communities in rural areas. These include:

- Consultation work for Matsila Community Development Trust to establish a cattle feedlot and goat and cattle breeding programmes;
- Collaboration with the Agricultural Research Council-Roodeplaat Vegetable and Ornamental Plant Institute to produce disease-free orange fleshed sweet potato vines for local sweet potato farmers;
- Partnership with secondary schools in the Vhembe District Municipality as part of a three-year community engagement initiative to create a sustainable learning environment;
- Community assessment analysis to improve health of teenage mothers in rural Limpopo; and
- Vhembe District summit of ritual murders initiative.

## Leadership and institutional transition

The University of Venda has an executive management team, led by Vice Chancellor and Principal, Prof Peter Mbatia with two Deputy Vice Chancellors, Prof Jan Ernst Crafford for Academic, with a vacancy in Operations to be filled by July 2017. The University Registrar, Prof Edward Nesamvuni, is also part of the executive management team.

## Statement on effective governance and risk management

The Council of the University of Venda holds office for five years. However, student leaders who are also members of Council only hold office for one year. The Council is constituted of members representing different constituencies within and outside the university. Further, members bring diverse competencies and skills in areas such as a legal, financial, auditing, human resources and human rights.

This diversity, coupled with executive management's academic background, provides a reasonable balance of expertise to attend to matters before Council.

A Risk Management Committee has been established to assist Council and the vice chancellor to manage residual, current and projected risks. This was mainly due to the university's growth, both in terms of student enrolment, financial portfolio and infrastructure construction. Of consideration was also the magnitude of infrastructure and value of construction projects. The supply chain policy, its processes and governance had to be reviewed and strengthened to mitigate the risks of lack of delivery in infrastructural projects. The committee discharges risk management and controls responsibilities in accordance with prescribed legislation and corporate governance principles. The sub-committee is chaired by an external person and met on four occasions in 2016.

A dedicated person was added to manage risk as per the dictates of Council in 2015. This became necessary to provide checks and balances and augment the standard operating procedures.



## Governance of information technology

The COBIT 5 framework for the governance and management of enterprises information technology is a leading-edge business optimisation and growth roadmap. It leverages proven practices, global thought leadership and ground-breaking tools to inspire IT innovation and fuel business success. Council also approved the disaster recovery plan - procedures to recover and protect the ICT infrastructure in the event of a disaster.

A total of four staff members passed the COBIT 5 examination. The IT department is drafting a governance framework and reviewing processes and procedures. The COBIT 5 processes reference states 37 processes that must be managed and the department has developed an ICT project charter which will help manage the quality of deliverables, budget and risks. It has also developed a service delivery charter to ensure quality of service.

Service requests and incidents are managed by the online service desk. The department is reviewing the terms of reference of its steering committee to be in line with the recommendations of COBIT 5.



## Compliance with overall national statutory framework

The Council has delegated to the Audit and Risk Committee the role of ensuring compliance with all relevant legislation, statutory requirements, Council directives and the code of ethics, as well as enterprise risk management, which includes the assessment of organisational risk and its management.

The Directorate of Legal Services has ensured constant advice on new regulations and required institutional adjustments for compliance. While this is an ongoing process, I am delighted to report that the University of Venda is fully compliant with statutory provisions on human resources, finance, student matters, occupational health, accreditation of courses offered and associated built environment regulations.

## Remuneration of councillors

It is the responsibility of Council to ensure effective governance of the university's finances and avoid conflict of interest. External members of Council receive an honorarium per meeting in recognition of their role and commitment to institutional cause. Members are also reimbursed for travel expenses within the prescribed rates approved by Council – at a level lower than prevailing National Treasury Regulations. Council reviews these rates, based on inflation, to remain within reasonable reimbursement costs. Overall, there are no disclosures on the remuneration of Council members as they are not paid for their services. I wish to thank all Council members for their commitment to the University of Venda.

## Matters approved by Council

### *Procurement*

The university's procurement process is governed by the Supply Chain Management Policy and implemented by Supply Chain Management, guided by Council's Bid Adjudication Committee. The identification of procurement requirements remains the responsibility of management with approval from full Council. In 2016, these bids were approved:

- Service of overhauling the fixed assets register
- 26 Personal computers procured for the Department of Urban and Regional Planning by means of an outright purchase system
- Appointment of the company which had been contracted to supply, install, and maintain a wireless local area network at the university and supply the services to upgrade the hardware for the services
- 20 Personal computers purchased for the Department of Chemistry by means of an outright purchase system
- Microsoft Academic volume licensing renewal - approval that the payment of Microsoft licenses should be done through Bytes System Integration

- Fire equipment services contract
- Occupational Health and Safety professional services
- Student cards for 2016 registration - approval that student card material should be purchased from ITS
- Construction and operation of student residences project - Bid No. USR-01/2015 - approval that agreements to construct and operate off-campus student residences should be entered into with the eight bidders
- Co-sourced internal auditing services
- Delivery and supply of 3 500 student tablets for first entering students in the 2016 academic year
- Termination of the contract for the company that had been contracted to refurbish the Analytical Lab in the School of Environmental Sciences and that procuring another service provider should be initiated through an open tender to complete the work
- Termination of the contract for the company that had been contracted to build the African Languages building and that procuring another service provider should be initiated through an open tender to complete the work
- Electrical and mechanical engineering consulting services
- Repairs and maintenance of the air-conditioning and ventilation installation for 24 months
- Architectural consulting services
- Reappointment of all professional consultants who were on the university's infrastructure programme, until December 2017 or when the projects are completed
- Condonation of the payment of R7 310 591.09 over the period that the above mentioned consultants had not been formally reappointed
- Payment of a further R17 740 590.90 to the above mentioned consultants by December 2017
- Variation orders for infrastructural projects as approved by the Bid Adjudication Committee ex post facto
- Landscape architectural consulting services
- Procurement or rental of mobile offices for the university's main campus
- Supply of curtains for male and female residences
- Fire protection engineering consulting services
- Construction project and contract management consulting services
- Environmental management consultant
- New steel palisade fence at staff houses
- Quantity survey consulting services
- Refurbishment and conversion of accounting laboratory





## **Policies**

To meet new requirements and introduce policies consistent with institutional growth, there was a need to introduce new policies for proper governance of operations. These policies include:

- New whistle blowing policy
- New data governance policy
- New policy on recognition of prior learning
- New safety, health and environmental policy
- New policy on traffic rules and regulations
- New policy on cleaning services
- New policy on major and minor works
- New policy on supply chain management
- New policy on open spaces, gardens and dams
- New policy on rental of facilities
- New policy on sports fields and sporting facilities

Further, these policies were amended or revised due to their prescribed review date or for proper governance of operations:

- Amended Student Representative Council constitution
- Amended student funeral policy
- Revised records management policy
- Revised Bachelor of Laws admission policy
- Revised Bachelor of Laws teaching and learning policy
- Revised Bachelor of Laws degree assessment policy

## **Additional matters**

- Approval of the revised Audit and Risk Committee charter
- Approval of the revised Internal Audit charter
- Approval of the risk register for 2016
- Approval of the SRC funding model
- Approval of the procedure document, flow of activities and the advertisement for the appointment of Deputy Vice Chancellor: Operations
- Approval of a joint initiative between the University of Venda and the Makhado Local Municipality to establish a satellite campus of the University of Venda in Makhado
- Approval that management should identify strategic areas where the University of Venda could establish satellite campuses
- Approval of the consolidated 2015 annual report

- Installation of laboratory benches at Life Sciences building
- Re-allocation of 1 600 beds for the construction and operation of the student residences project
- Reincorporation of Vhugalahawe into the list of successful bidders for off-campus residences (122 beds)
- Microsoft license renewal for the Department of Information Communication and Technology
- Civil and structural engineering consulting services for three years
- Fleet parking and main road lighting
- Refurbishment of existing ablution at Mango Groove, Bernard Ncube and Carousel student residences project
- Standby generator set installation
- Supply of the core switch and blade chassis

- Approval of the consolidated annual financial statements for the year ended 31 December 2015
- Approval of the naming of University of Venda's buildings and residences/ facilities
- Approval of the conferment of honorary doctorate degrees to these recipients:
  - a) Mr Herbert Mokadi Lentsoane (PhD in Northern Sotho) (School of Human and Social Sciences)
  - b) Ambassador Fikile Sylvia Magubane (PhD in Management) (School of Management Sciences)
  - c) Mr Matamela Cyril Ramaphosa (LLD in Constitutional Law) (School of Law)
  - d) Mr Tshifhiwa Isaac Muofhe (LLD in Constitutional Law) (School of Law)
  - e) Dr Mosibudi Mangena (PhD in Science) (School of Mathematical and Natural Sciences)
- Approval of the creation and filling of these four critical positions:
  - a) Head: Legal Compliance (P6)
  - b) Head: Institutional Compliance Performance Reporting (P6)
  - c) Institutional Performance Reporting Officer (P8)
  - d) Risk Officer (P6)
- Approval of the process control manual for Occupational Health and Safety Committee
- Approval of the emergency plan and evacuation procedure
- Approval of the employee's refusal to work in unsafe conditions procedure
- Approval of the fire risk management procedure
- Approval of the waste management procedure
- Approval of the 2017 annual performance plan
- Approval of the 2016 mid-term performance report
- Nomination of three external Council members to serve on the Search and Interview Committees for the appointment of the Deputy Vice Chancellor: Operations
- Approval of the annual inflation-related adjustment of the honoraria for external Council members and experts on the Audit Committee
- Approval of the External Audit planning memorandum
- Approval of the calendar changes for the School of Mathematical and Natural Sciences
- Approval of the governance maturity assessment
- Approval of the proposed financial delegation framework
- Approval of the terms of reference for the Infrastructure Project Board
- Approval of the upgrading of Millennium to Sierra
- Approval of the financial implications for signing of the implementation of a disaster recovery site configuration
- Approval of the audio visual project
- Approval of the funding of curtains of the students' residences
- Approval of the funding for earthworks for mobile offices
- Approval of the insourcing of security service under Univen Innovative Growth Company
- Approval of the 2017 tariff list
- Approval of changes in the signatories authorised to sign documents relating to all banking services (delegation of Director: Finance as a signatory to all bank accounts and documents relating to all banking services)
- Approval of the application to introduce a new programme: Diploma in Natural Resource Management
- Approval of the application to introduce a new programme: Diploma in Agroecology
- Approval of the mandate for 2017 remuneration package consultations
- Approval of 2017 Council controlled operating and capital budget
- Approval of the guidelines for the appointment of adjunct professors and adjunct associate professors at the University of Venda
- Approval of the guidelines for the recruitment and placement of postdoctoral research fellows at the University of Venda
- Approval of the 2017 students' fees increment by eight percent
- Approval of the creation of the position of a partnerships officer in the Directorate of International Relations
- Approval of the creation of five positions of Clerk Grade II (P12) in the Examination Section of the Academic Administration in the Office of the University Registrar
- Approval of the creation of 11 positions in the Department of Agricultural and Rural Engineering and Biosystems:
  - a) 4 x Senior Lecturer
  - b) 4 x Technologist (P8)
  - c) 1 x Technical Programme Assistant (P9)
  - d) 1 x Tractor Operator (P13)
  - e) 1 x Field Assistant (P9)



- Approval of the creation of 15 positions in the Department of Accounting and Auditing in the School of Management Sciences in the Academic Division:
  - a) 2 x Professor
  - b) 2 x Associate Professor
  - c) 3 x Senior Lecturer
  - d) 2 x Academic Trainee (Junior Lecturer level)
  - e) 4 x Lecturer
  - f) 2 x Junior Lecturer
- Approval of the creation of five Senior Lecturer/Lecturer positions in the Department of Professional Studies:
  - a) 2 x Methodologies of African Languages
  - b) 1 x Methodology of English
  - c) 1 x Methodology of Geography
  - d) 1 x Methodology of Agriculture
- Approval of the creation of a post of Veterinarian in the Department of Animal Science in the School of Agriculture
- Approval of the creation of a Lecturer/Junior Lecturer position in the Department of Public and Developmental Administration on a two year contract basis
- Approval of the creation of two positions in the Department of Ecology and Resource Management:
  - a) 1 x Laboratory Technician (P9)
  - b) 1 x Lecturer
- Approval of the creation of two positions in the Human Sciences, Management and Law Foundation:
  - a) 1 x Lecturer
  - b) 1 x Senior Lecturer
- Approval of the Department of Accounting and Auditing's strategic plan (2016-2020)
- Approval of the appointment of Mr AS Tshifhango to replace Ms NG Mahosi as a Council representative on the Bid Adjudication Committee
- Approval of the addition of Director: Human Resources as resource person on the Search and Interview Committees for the appointment of Deputy Vice Chancellor: Operations
- Approval of the new vision and mission of the School of Law
- Approval of the implementation of the university's austerity measures (survival kit phase 2 of the task team)
- Approval of the records management strategy



- Approval of the records procedure manual
- Approval of the University of Venda's institutional report on the quality enhancement project to the Council on Higher Education
- Approval of the creation and filling of four positions in the Department of Human Resource Management and Labour Relations in the School of Management Sciences
- Approval of the promotion of senior academic staff members from Senior Lecturer to Associate Professor and Associate Professor to Professor
- Approval of the revised framework for remuneration package determination procedures and guidelines for the University of Venda and termination of post-retirement medical aid for new employees, to be implemented with immediate effect

- Approval of the increment in the monthly allowance paid to heads of academic departments and vice deans in the eight schools
- Approval of teacher education programmes:
  - Undergraduate degrees and certificates**
    - a) Bachelor of Education: Foundation phase
    - b) Bachelor of Education: Senior phase
    - c) Bachelor of Education: Further education and training
  - Postgraduate certificates**
    - d) Postgraduate Certificate in Education: Senior phase
    - e) Postgraduate Certificate in Education: Further education and training
  - Postgraduate degrees, diplomas and certificates**
    - f) Advanced Diploma in School Leadership and Management
    - g) Bachelor of Education honours in Biology Education: (Minimum requirements on teacher education qualification) MRTEQ alignment project
    - h) Bachelor of Education honours in Chemistry Education: MRTEQ alignment project
    - i) Bachelor of Education honours in Comparative Education: MRTEQ alignment project
    - j) Bachelor of Education honours in Curriculum Studies: MRTEQ alignment project
    - k) Bachelor of Education honours in Education Life Sciences: MRTEQ alignment project
    - l) Bachelor of Education honours in Education Management: MRTEQ alignment project
    - m) Bachelor of Education honours in Guidance and Counselling: MRTEQ alignment project
    - n) Bachelor of Education honours in Humanities and Language Education: MRTEQ alignment project
    - o) Bachelor of Education honours in Inclusive Education: MRTEQ alignment project
    - p) Bachelor of Education honours in Mathematics Education: MRTEQ alignment project
    - q) Bachelor of Education honours in Philosophy of Education: MRTEQ alignment project
    - r) Bachelor of Education honours in Physics Education: MRTEQ alignment project
    - s) Bachelor of Education honours in Psychology of Education: MRTEQ alignment project
    - t) Bachelor of Education honours in Science and Technology Education: MRTEQ alignment project
    - u) Bachelor of Education honours in Sociology of Education: MRTEQ alignment project
    - v) Master of Education in Curriculum Studies
    - w) Master of Education in Early Childhood Education
    - x) Master of Education in Guidance and Counselling
    - y) Master of Education in Science Education in General Science, Chemistry, Physics, Mathematics or Statistics
    - z) Master of Education in Sociology of Education, Philosophy of Education, Psychology of Education or Comparative Education
      - aa) Master of Educational Management
      - bb) Doctor of Education in Curriculum Studies
      - cc) Doctor of Education in Early Childhood Education
      - dd) Doctor of Education in Educational Management
      - ee) Doctor of Education in Guidance and Counselling
      - ff) Doctor of Education in Science Education in General Science, Chemistry, Physics, Mathematics or Statistics
      - gg) Doctor of Education in Sociology of Education, Philosophy of Education, Psychology of Education or Comparative Education
- Approval of the creation and filling of three positions in the Department of Research and Innovation on a three year contract basis:
  - a) 1 x Technology Transfer Coordinator (P7)
  - b) 1 x Technology Transfer Officer (P8)
  - c) 1 x Technology Transfer Administrator (P9)
- Approval of the upgrading and changing of designation of the position of Student Discipline Officer (P8) to Student Legal Officer (P7)
- Approval to accept that the findings of the Modise and Mashego's reports on the matter between Prof TS Tshivhase-Phendla and Prof PA Mbatlana, that there was no *prima facie* case of misconduct, and to close the matter permanently.

It is through reviews and approvals outlined above that the university remains relevant to its vision and mission, its statute and national statutory provisions governing South African higher education.



In terms of Section 16.4 of the Statute, the University of Venda Council was constituted in 2016:

Section of the statute		Name(s)	Term
1.	Section 16.4. (a) The Principal; Ex-officio	1. Prof PA Mbati	Ex-officio
2.	Section 16.4. (b) Deputy Vice Chancellors; Ex-officio	2. Prof JE Crafford 3. Dr JJ Zaaiman	Ex-officio Ex-officio
3.	Section 16.4. (c) Three members with specific competencies in the field designated by Council.	4. Mrs ES Mabusela 5. Mr KK Maimela 6. Mr ML Mashego	12/12/2014 to 22/11/2019
4.	Section 16.4. (d) The Chairperson of the Institutional Forum	7. Mr KC Razwiedani	27/05/2015 to 22/11/2019
5.	Section 16.4. (e) Five persons appointed by the Minister.	8. Prof MN Phaswana-Mafuya 9. Ms ST Baloyi 10. Mr Serobi Maja (Chairperson) 11. Mr JM Seoloane 12. Mr MP Molapo	21/11/2014 to 22/11/2019
6.	Section 16.4 (f) One person appointed by the Premier of Limpopo after consultation with the Minister.	13. Mr ME Selomo	21/11/2014 to 22/11/2019
7.	Section 16.4 (g) Two persons elected by the Senate from among its members.	14. Prof VO Netshandama 15. Prof GRA Mchau	21/11/2014 to 22/11/2019
8.	Section 16.4 (h) Two persons elected by the Convocation.	16. Mr LL Ndou 17. Ms KS Makgoka	21/11/2014 to 22/11/2019
9.	Section 16.4 (i) One person designated by persons who, in terms of the statute are donors.	18. Dr NB Nthambeleni	21/11/2014 to 22/11/2019
10.	Section 16.4. (j) One academic employee of the university other than members of the Senate, elected by the academic employees.	19. Mrs MG Maluleke	21/11/2015 to 22/11/2019
11.	Section 16.4. (k) The President of the Student Representative Council and one other member of cabinet elected by cabinet.	20. Ms MC Nthulane 21. Mr S Ramalwa	19/11/2015 to 30/09/2016
12.	Section 16.4. (l) One member of the service employees of the university elected by the service employees.	22. Mr NA Mutoti	21/11/2014 to 22/11/2019
13.	Section 16.4. (m) One member of the administrative employees of the university elected by the administrative employees.	23. Mr BL Makhado	21/11/2014 to 22/11/2019
14.	Section 16.4 (n) One person designated by the Thulamela Municipality.	24. Ms NG Mahosi	21/11/2014 to 13/09/2017
15.	Section 16.4 (o) Other persons, not exceeding six in number, designated by such bodies as determined by the Council.	25. Council for Scientific and Industrial Research - Dr LJ Phahlamohlaka 26. Human Sciences Research Council - Prof KG Setswe 27. Women's University in Africa - Prof CM Nherera 28. SA College Principal's Organisation - Mr KR Madzhie 29. Mines - Mr RC Chhagan 30. Local Traditional Authority - Thovhele Vho-MPK Tshivhase (Deputy Chairperson)	21/11/2014 to 22/11/2019 21/11/2014 to 22/11/2019 21/11/2014 to 22/11/2019 21/11/2014 to 22/11/2019 20/11/2015 to 22/11/2019 21/11/2014 to 22/11/2019

The University Registrar is ex-officio Secretary to Council (Prof AE Nesamvuni)

#### Part B: Member who served on Council for only part of the period

14.	Section 16.4 (n) One person designated by the Thulamela Municipality.	Mr AS Tshifhango	14/09/2016 to 22/11/2019
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- Notes:**
- (i) The term of office of the Student Representative Council representatives on Council, Ms MC Nthulane and Mr S Ramalwa, expired on 30 September 2016. Thereafter, the positions were vacant pending finalisation of the 2016/17 Student Representative Council elections.
  - (ii) The term of office of the Thulamela Municipality's representative, Ms NG Mahosi, expired following August 2016 elections. She was replaced by Mr AS Tshifhango.

Attendance of Council meetings from 1 January 2016 to 31 December 2016:

Name	15/04	24/06	08/07 (special)	22/07 (special)	16/09	25/11
1. Prof PA Mbati	X	X	A	X	X	X
2. Mr Serobi Maja	X	X	X	X	X	X
3. Thovhele MPK Tshivhase	X	X	X	A	A	A
4. Prof JE Crafford	X	X	X	X	X	X
5. Dr JJ Zaaiman	X	X	X	X	X	A
6. Ms ST Baloyi	A	X	X	X	X	X
7. Mr ME Selomo	X	X	X	X	X	X
8. Mr MP Molapo	X	X	X	A	X	X
9. Ms KS Makgoka	X	X	X	X	X	X
10. Prof VO Netshandama	X	X	A	X	X	X
11. Mr KR Madzhie	X	X	X	X	X	X
12. Ms NG Mahosi	X	A	X	A	N/A	N/A
13. Ms MC Nthulane	X	X	X	X	X	X
14. M. S Ramalwa	X	X	X	X	X	X
15. Prof GRA Mchau	X	X	X	X	X	X
16. Mr BL Makhado	X	X	X	A	X	X
17. Mr NA Mutoti	X	X	X	A	A	X
18. Mr LL Ndou	X	X	X	A	X	X
19. Dr NB Nthambeleni	X	X	X	X	X	X
20. Dr LJ Phahlamohlaka	X	X	X	A	X	X
21. Prof MN Phaswana-Mafuya	X	X	X	A	A	X
22. Prof CM Nherera	X	X	A	X	X	X
23. Mr JM Seoloane	X	A	X	A	A	X
24. Prof KG Setswe	X	X	A	A	X	X
25. Mrs ES Mabusela	X	X	X	X	X	X
26. Mr KK Maimela	X	X	X	X	X	X
27. Mr ML Mashego	X	X	A	A	X	X
28. Mrs MG Maluleke	X	A	X	X	X	X
29. Mr KC Razwiedani	X	X	X	X	X	X
30. Mr RC Chhagan	X	X	A	A	A	X
31. Prof AE Nesamvuni (Secretary to Council)	X	X	X	X	X	X
<b>Member who served on Council for only part of the period</b>						
32. Mr AS Tshifhango	NYA	NYA	NYA	NYA	X	X

Legend: X = Present A = Apology N/A = Not applicable NYA = Not yet appointed

In each of the meetings, members of Council signed a conflict of interest and confidentiality declaration form to ensure effective governance of proceedings and of knowledge management. Further, Council applied the Code of practices and conduct and the Code of ethical behaviour and practice in every meeting.

I am confident that the Committees of Council fulfilled their mandated responsibilities satisfactorily. These committees were composed of individuals with the skills and knowledge to make informed decisions on matters before them. All committees were chaired by people with the requisite competencies and experience to lead their respective portfolios.

My sincere gratitude goes to the Executive Committee of Council, committee chairs, Council members, executive management, senior management, staff and students for a productive 2016.



**Serobi Maja**  
*Chairperson of Council*







# COUNCIL STATEMENT ON CORPORATE GOVERNANCE

## Univen subscribes to accountability, integrity and openness

The Council of the University of Venda operates under the principles of accountability, integrity and openness as expressed in the King IV Report on Corporate Governance. The composition of Council in terms of its sub-committees is designed to meet standard governance requirements and compliance with statutes. Council is aware of its responsibilities as required by the Higher Education Act, 1997, Act 101 of 1997 for governing the university as a public entity committed to becoming a centre of excellence in creating future leaders.

### The Council

The Council consists of persons elected in accordance with the University of Venda Statute of 2011. The ratio of Council members consists of 60% external and 40% internal members to ensure objectivity as well as stakeholder participation.

For purposes of managing, controlling and executing its duties, Council has these sub-committees:

- a) Executive Committee of Council
- b) Executive Management Remuneration Committee
- c) Appeals Committee
- d) Audit Committee
- e) Bid Adjudication Committee
- f) Finance Committee
- g) Senate
- h) Human Resources Committee
- i) Student Affairs Committee

These committees meet four times per year prior to Council meetings and submit reports for consideration and make recommendations to Council.



All Committees of Council are chaired by outside members of Council.

Meetings in 2016:

- a) 15/04/2016
- b) 24/06/2016
- c) 08/07/2016 (special)
- d) 22/07/2016 (special)
- e) 16/09/2016
- f) 25/11/2016

### Executive Committee of Council

The committee has these responsibilities:

- a) To advise Council on matters of policy.
- b) To make decisions on behalf of the Council on matters of an urgent nature provided that any such decisions be ratified by the Council at its next meeting.
- c) To consider and make recommendations to Council on the reports of all Council committees.
- d) To advise the Council on any matter which it deems expedient for the effective and efficient management of the university.
- e) To perform such other functions as the Council may determine.

Meetings of Exco in 2016:

- a) 29/02/2016 (special)
- b) 08/04/2016
- c) 10/06/2016
- d) 09/09/2016
- e) 22/09/2016 (special)
- f) 18/11/2016

### Executive Management Remuneration Committee

The committee's responsibilities are:

- Determine on behalf of Council remuneration packages of members of Executive Management.
- Enter into remuneration negotiations with newly appointed members of Executive Management.
- Review remuneration packages of members of Executive Management.

Executive Management Remuneration Committee meetings in 2016:

- a) 08/04/2016

### Appeals Committee

The committee is responsible for the hearing of appeals of students against the findings and sentence of disciplinary hearings.

Appeals Committee meetings in 2016:

- a) 26/11/2016
- b) 27/11/2016

### Audit Committee

The committee's responsibilities are:

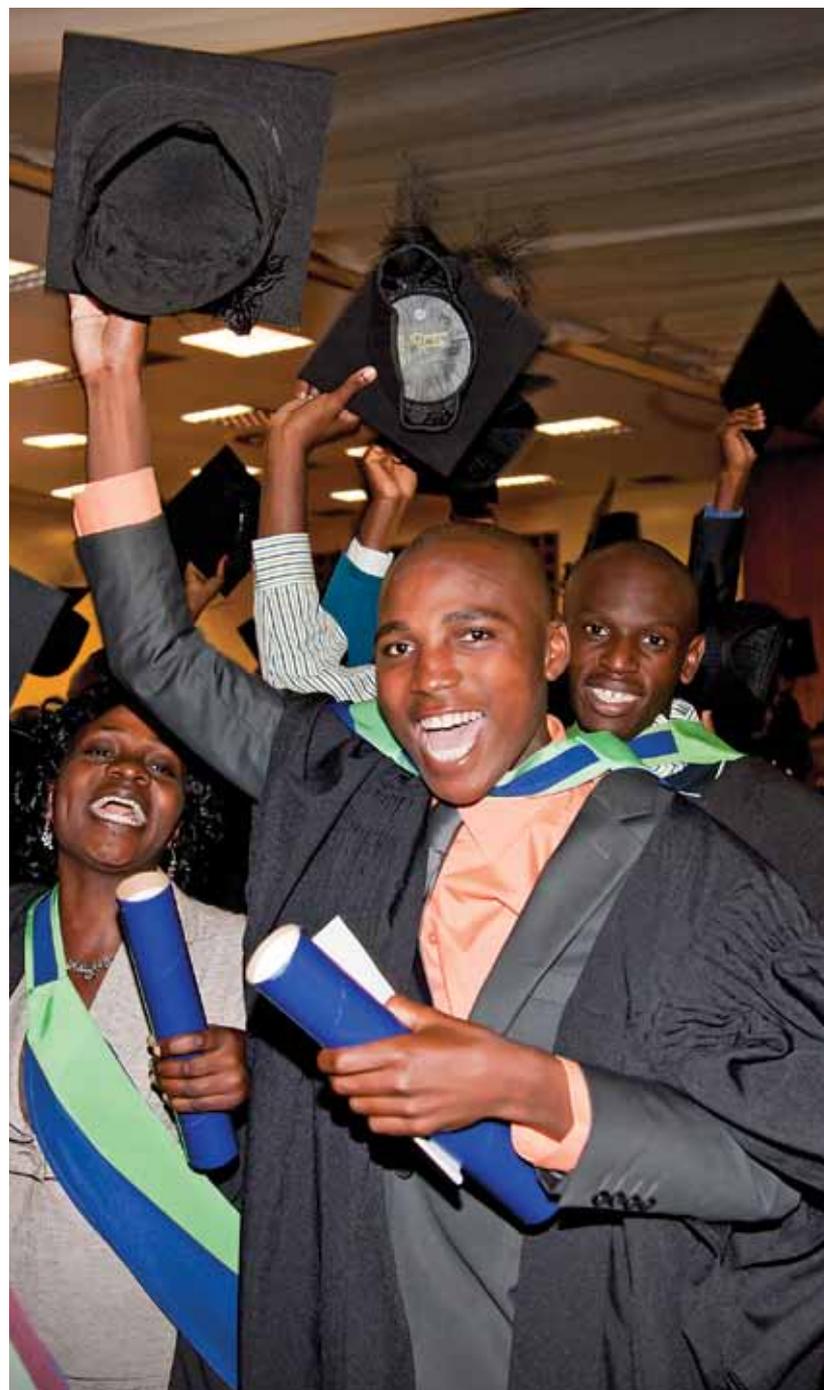
Auditors and External Audit

The committee:

- Considers the liaison with the Auditor General and where appropriate, the appointment and retention of external audit services and deals with matters regarding dismissal and resignation of external auditors.
- Evaluates the independence, objectivity and effectiveness of the external auditor and considers any non-audit services rendered by such auditors as to whether this materially impair their independence.
- Reviews external auditors' proposed audit scope, approach and fees, including coordination of audit effort with internal audit.



- Monitors annually the performance and effectiveness of the external auditor and make recommendations to the Council concerning their re-appointment, where appropriate.
- Discusses and reviews, with the external auditor before the audit commences, the auditor's engagement letter, with particular reference to the terms, nature and scope of the audit function, the timing and nature of reports and the related audit fee.
- Negotiates procedures, subject to agreement, beyond minimum statutory and professional duties. There are certain minimum procedures required from the external auditors which are not negotiable.
- Agrees to the timing and nature of reports from the external auditor.
- Considers any problems identified in the organisation as a 'going concern' or statement of internal control.
- Makes suggestions as to problem areas which the audit can address.
- Considers any accounting treatments, significant unusual transactions, or accounting judgements, which could be continuous.
- Reviews accounting and auditing concerns identified as a result of internal and external audits and satisfies itself that these are being properly followed up.
- Considers whether any significant ventures, investments or operations are not subject to external audit.
- Reviews overall audit role to explore objectives, minimises duplication, discusses implications of new auditing standards and ensures that external audit fee will sustain a proper audit and provide value for money.
- Obtains assurance from the external auditor that adequate accounting records are being maintained.
- Identifies key matters in management letters requiring follow-up.
- Monitors the implementation of agreed audit-based recommendations.
- Ensures that all significant losses have been properly investigated and that the internal and external auditors have been informed.
- Reviews the findings of any examinations by regulatory agencies and any auditor observations.
- Reviews the process for communicating the code of conduct to university personnel and monitors compliance.
- Obtains regular updates from management and university legal counsel regarding compliance matters.



### **Risk management**

- Reviews and advises Council on risk management control activities undertaken by the university executive, with a view to ensure that the university is managing all forms of risk effectively and adopting best practice in risk management generally.

### **Compliance**

- Reviews the effectiveness of the system for monitoring compliance with laws and regulations and the results of management's investigation and follow-up (including corrective action) of any instances of noncompliance.

## Financial statements

The Audit Committee reviews:

- Quarterly financial statements (income and expenditure statements).
- Significant accounting and reporting issues, including complex or unusual transactions and highly judgmental areas, recent professional and regulatory pronouncements, and understands their impact on the financial statements.
- With management and the external auditors the results of the audit, including any difficulties encountered.
- And approves the annual financial statements before they are handed over to the external auditors for the annual audit.
- The annual financial statements, focussing on:
  - a) Completeness, consistency with information known to committee members and whether statements reflect appropriate accounting principles;
  - b) Implementation of new systems;
  - c) Tax and litigation matters involving uncertainty;
  - d) Any changes in accounting policies and practices;
  - e) Major judgemental areas;
  - f) Significant adjustments resulting from the audit and its efficiency;
  - g) Basis of going concern determination;
  - h) Funding adequacy;
  - i) Internal control;
  - j) Compliance with accounting standards and legal requirements;
  - k) Compliance with financial conditions of loan agreements; and
  - l) Major adjustments processed at year-end.
- Other sections of the annual or integrated report and related regulatory filings before release and consider the accuracy and completeness of the information.
- With management and the external auditors all matters required to be communicated to the committee under generally accepted auditing standards.
- How management develops interim financial information and the nature and extent of internal and external auditor involvement.
- Interim financial reports with management and the external auditors before filing with regulators and considers whether they are complete and consistent with the information known to committee members.
- And assist Council in reviewing, the expertise, resources and experience of the finance function/department; and
- Considers the appropriateness of the expertise and experience of the Director of Finance.



## Internal control and Internal Audit

An important role of the committee is to monitor and supervise the effective function of internal audit, ensuring that the roles and functions of the external audit, with internal audit, are sufficiently clarified and co-ordinated. This provides an objective overview of the operational effectiveness of the systems of internal control and reporting.

Responsibilities are:

- Reviewing the effectiveness of the university's systems of internal control, including internal financial control and business risk management;
- Reviewing the safeguarding of university's assets against unauthorised use or disposal;
- Reviewing the controlling of the overall operational and financial reporting environment;
- Monitoring the maintenance of proper and adequate accounting records;
- Reviewing significant matters reported by the internal audit function and the adequacy of corrective action taken in response to significant internal audit findings. This includes any significant differences of opinion between management and internal audit and monitors the implementation of agreed audit-based recommendations;
- Satisfying itself that satisfactory value for money arrangements are in place to promote economy, efficiency and effectiveness;
- Directing and supervising investigations into matters within its scope. These are, for example, evaluations of the effectiveness of the university's internal control, cases of employee fraud, misconduct or conflict of interest;
- Ensuring that a combined assurance model is applied to provide a coordinated approach to all assurance activities. (King III Section 3.5);
- Assisting Council in the discharge of its responsibilities relating to the governance of Information Technology (King III Section 5.7);
- On a regular basis, meeting separately with the chief audit executive to discuss any matters that the committee or internal audit believes should be discussed privately;
- Recommending to Council the appointment and retention, dismissal or re-assignment of the internal audit function;
- Reviewing with management and the chief audit executive the charter, activities, staffing, and organisational structure of the internal audit function;
- Evaluating annually the independence, effectiveness and performance of the internal audit unit, and making recommendations to Council concerning the re-appointment of internal audit, where appropriate;
- Final authority to review and approve the annual audit plan and all major changes to the plan;

- Reviewing externally appointed internal auditors' engagement letters, with particular reference to the terms, nature and scope of the function, the timing and nature of reports and the related audit fees;
- In consultation with the Internal Audit Department, establishing an audit charter to guide the internal audit approach;
- Reviewing and approving the internal audit charter, internal audit plans and work programmes and internal audit's conclusions with regard to internal control - ensuring appropriate cover of risk areas in the scope of work;
- Reviewing the objectives and the operations of the internal audit function;
- Reviewing the internal audit function's compliance with its mandate as approved by the committee;
- Ensuring that there are no unjustified restrictions or limitations, and reviewing and approving the appointment, replacement, or dismissal of the Director Risk and Audit;
- At least once per year, reviewing the performance of the Director Risk and Audit and concurring with the annual compensation;
- Assessing the adequacy of performance of the internal audit function;
- Reviewing the effectiveness of the internal audit function, including compliance with applicable standards, the adequacy of available internal audit resources, reviewing the co-operation and co-ordination between the internal and external audit functions and co-ordinating the formal internal audit work programme with external auditors to avoid duplication of work;
- Reviewing significant differences of opinion between management and the internal audit function; and
- Meeting the Director Internal Audit at least once a year, without management being present, to discuss their remit and any issues arising from the internal audits carried out. In addition, the Director shall have the right of direct access to the Chairperson of Council and to the committee.

## Ethics

The committee is responsible for:

- Monitoring the ethical conduct of the University Council, its executives and senior officials through submissions made to the Audit Committee;
- Reviewing any statements, standards or requirements on business ethical standards;
- Reviewing and monitoring compliance with the relevant statute, laws and regulations;
- Making recommendations on any potential conflict or material questionable situations as requested by Council; and
- Reviewing and monitoring environmental and social issues as requested by Council.



## Information technology governance

- Assists the Council in carrying out its information technology governance responsibilities and reports at least annually to the Council governance;
- Ensures that reasonable steps have been taken in regard to implementing an information technology governance framework;
- Reviews information technology policies, the governance and internal control frameworks;
- Performs oversight over significant investments and expenditure; and
- Reviews independent assurance on the effectiveness of internal controls.

## Other responsibilities

- Performs other activities related to this charter as requested by Council.
- Directs and oversees ad hoc special investigations as mandated as and when requested by Council.
- Reviews adequacy of the committee charter annually, requesting Council approval for proposed changes, and ensure appropriate disclosure as may be required by law or regulation.
- Confirms annually that all responsibilities outlined in this charter have been carried out.
- Ensures assessment of the committee's and individual members' performance on a regular basis.

## Performance management

- Reviews the university's compliance with the performance management and reporting system;
- Reviews whether performance management systems reflect the university's purpose and objectives; and
- Reviews whether the performance reporting and information uses appropriate targets and benchmarks.

The Audit Committee should review the performance information which has been quality assured by Internal Audit twice per year based on proof of evidence as submitted by management.

Meetings of the Audit Committee in 2016:

- 11/03/2016
- 28/04/2016 (special)
- 27/05/2016
- 20/06/2016 (joint Audit and Finance Committees)
- 15/07/2016 (joint Audit and Finance Committees)
- 01/09/2016
- 28/10/2016



## Bid Adjudication Committee

The committee is responsible for:

Reviewing tenders and expressions of interest for all procurement activities in excess of the university's procurement thresholds;

Reviewing the assessments undertaken by the Bid Evaluation Committee for all tender responses; ;

Requesting supporting documentation, more information or clarification if necessary;

Reviewing recommendations provided by the Bid Evaluation Committee for all tender processes and where required amend, reject or endorse any recommendation(s);

Providing recommendations for all responses to tender to the Council.

Meetings of the Bid Adjudication Committee in 2016:

- 11/03/2016 (special)
- 07/04/2016
- 09/06/2016
- 08/09/2016
- 27/10/2016 (special)

## Finance Committee

The committee's responsibilities are to:

- Consider matters of financial strategy and policy, including procurement and supply chain management, risk management and insurance, as they relate to the operation of the university, in particular the optimum use of available and potential financial resources, including internal investment options and their rate of return;
- Consider and assess all investment opportunities in respect of all funds which it administers and to determine the manner and extent to which funds are to be invested with a view to ensuring both security and optimisation of income;
- Consider proposals for the raising of loan finance to fund capital development projects, including the acquisition of equipment, and to make recommendations to Council;

- Receive and consider budget proposals from the executive and to recommend to Council the annual operating and capital budgets;
- Approve the level of tuition and residential fees payable by students and to make recommendations to Council on the policies governing the levels of these fees;
- Recommend to Council the appointment of bankers, investment managers and financial advisers;
- Approve the classification of specific debts as irrecoverable;
- Monitor the insurance arranged to cover property and liabilities; and
- Approve the annual salary adjustments of staff.

Meetings of the Finance Committee in 2016:

- 11/03/2016
- 27/05/2016
- 20/06/2016 (special)
- 20/06/2016 (joint Audit and Finance Committees)
- 15/07/2016 (joint Audit and Finance Committees)
- 12/08/2016
- 28/10/2016

## Human Resources Committee

The committee is responsible to:

- Recommend to Council on human resources policy matters, including but not limited to the:
  - Recruitment and appointment of employees
  - Training and development of employees
  - Applicable job evaluation system
  - Performance management of employees
  - Promotion of employees
  - Equity, including the equity plans of the university
  - Involvement of employees in external work
  - Medical aid, group life and pension schemes
  - Leave benefits of employees
  - Succession planning
- Advise Council on any matter which it deems expedient for the effective and efficient human resources management of the university;
- Recommend to Council on the delegation of authority to line managers within the university;



- Recommend to Council on all new and revised human resources and employment equity policies; and
- Monitor and evaluate the implementation of Council-approved human resources and employment equity policies.

Meetings of the Human Resources Committee in 2016:

- 04/03/2016
- 06/05/2016
- 28/07/2016 (special)
- 05/08/2016
- 13/10/2016

## Student Affairs Committee

The committee is responsible for:

- The enhancement of the social, education and religious interest of students;
- The enhancement of the quality of lives of students, including but not limited to sporting and health related aspects of their lives;
- Determining and reviewing entitlements of the student leadership;
- Reviewing rules and regulations on the student residences and management;
- The conduct of student governance, including consideration of the Student Representative Council's annual programme of action and to recommend same to Council.
- Reviewing the Student Affairs organisational structure and make recommendation to the Human Resources Committee;
- Considering recommendations on the review of the Student Representative Council's constitution and other policy documents and make recommendations to Council.

Meetings of the Student Affairs Committee in 2016:

- 09/03/2016
- 05/05/2016
- 02/08/2016
- 20/10/2016

## Senate

The Senate advises Council on all academic activities, enabling it to control and manage all activities of the university.

## Statement on conflict management and Code of ethics

The university has a grievance procedure manual, which facilitates conflict resolution among members of staff. The code of conduct and code of ethics that are Council-approved documents also facilitate good working relationships. The university relates to staff through staff structures in various categories – academic, administrative and service staff representatives. Students have the Student Representative Council cabinet which interacts with management on a regular basis. The cabinet is represented on the Council, the Student Affairs Committee and other academic and administrative structures.

Meetings of Senate in 2016:

- 17/03/2016
- 17/03/2016 (special)
- 25/05/2016
- 15/06/2016 (special)
- 17/08/2016
- 26/10/2016

## Statement on worker and student participation - Co-operative governance

The university relates to staff through staff structures in various categories - academic, administrative and service staff representatives. Students have a Student Representative Council cabinet which interacts with management on a regular basis. The Student Representative Council is represented on the Council, the Student Affairs Committee and on other academic and administrative structures. Students are represented on the Senate through the chairpersons of the different School Councils. Students also participate on the Institutional Forum and have regular and special meetings with executive management. Workers participate in statutory and non-statutory committees such as the Institutional Forum, Senate and Council and some of the Council committees through their representatives. Participation of students and workers in the business of the university in 2016 was satisfactory.



**Serobi Maja**  
Chairperson of Council



# COUNCIL STATEMENT ON SUSTAINABILITY

Producing knowledge that responds to socio economic issues

The University of Venda recognises the need for efficient resource utilisation in research, teaching and learning capacities to produce knowledge that will respond to socio economic issues of the country and continent. These include poverty, inequalities, unemployment and climate change. The university's research, teaching and learning respond to these social imperatives through projects in community engagement and green economy.

The year 2016 was dedicated to create a financial transformation strategy through a strategic transformation task team. A Univen 'Survival kit' was developed as a response to uncertainty in the funding of universities following the #FeesMustFall crisis. The kit was a tool to ensure that the university was financially stable through fund raising, leveraging on suppliers, contractors, a 10% growth in income and staff reconfiguration to grow income by R20 million. The tool was also meant to ensure reducing maintenance, savings in subsistence and travel, as well as savings in conference attendance to save the university at least R10 million per year.

Univen continued to implement various initiatives and programmes to ensure the promotion of community engagement in rural areas. The projects include the establishment of a cattle feedlot and goat and cattle breeding programmes at Ha-Matsila. Furthermore, it includes a partnership with secondary schools in the Vhembe District Municipality to create a sustainable learning environment in rural Limpopo. To make the university environmentally safer, the year 2016 had more meetings which were compliant to paperless technology. Among those were Council and its subcommittees, Senate, Senex, Registrar Academic Committee, Information Communications Technology Steering Committee and Senior Management Committee. As part of enhancing the quest for the green information technology, the university distributed about 3 500 tablets to all first entering students apart from the more than 13 400 tablets distributed in 2015.



A handwritten signature in black ink, appearing to read 'Serobi Maja'.

**Serobi Maja**  
*Chairperson of Council*



# SENATE REPORT

Senate is the highest decision making body on matters relating to the academic core business of the university.

Through its Executive Committee, Senex, it oversees the day-to-day functioning of the core business, deliberates on strategic and operational matters affecting the core business and receives and discusses quarterly reports from six standing Senate Committees and from the academic boards of the eight schools.

The standing committees of Senate, which receive reports from parallel committees at school level and meet on a quarterly basis, are -

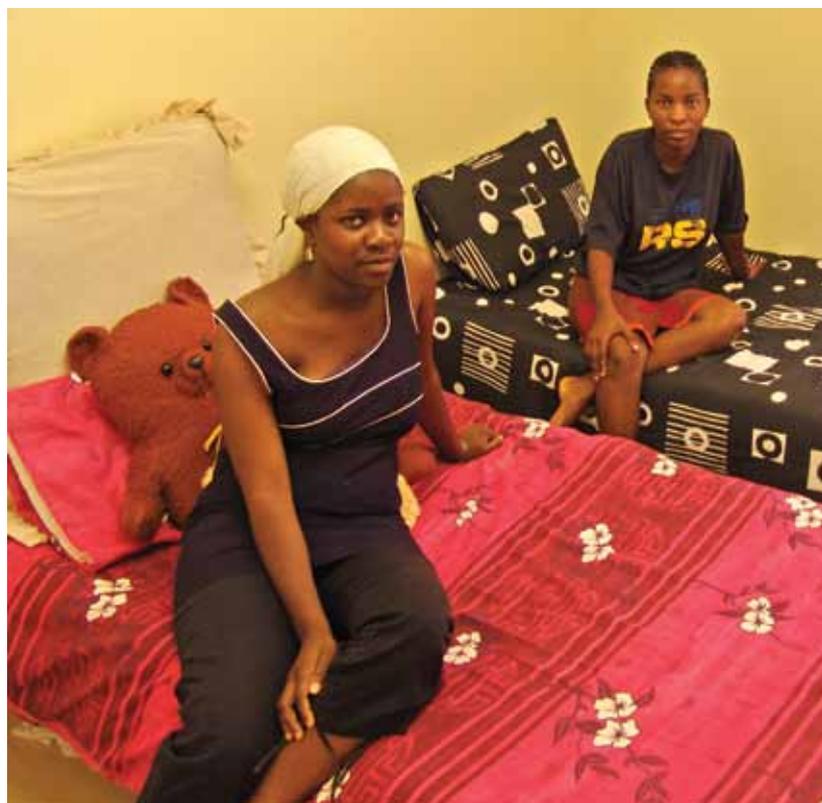
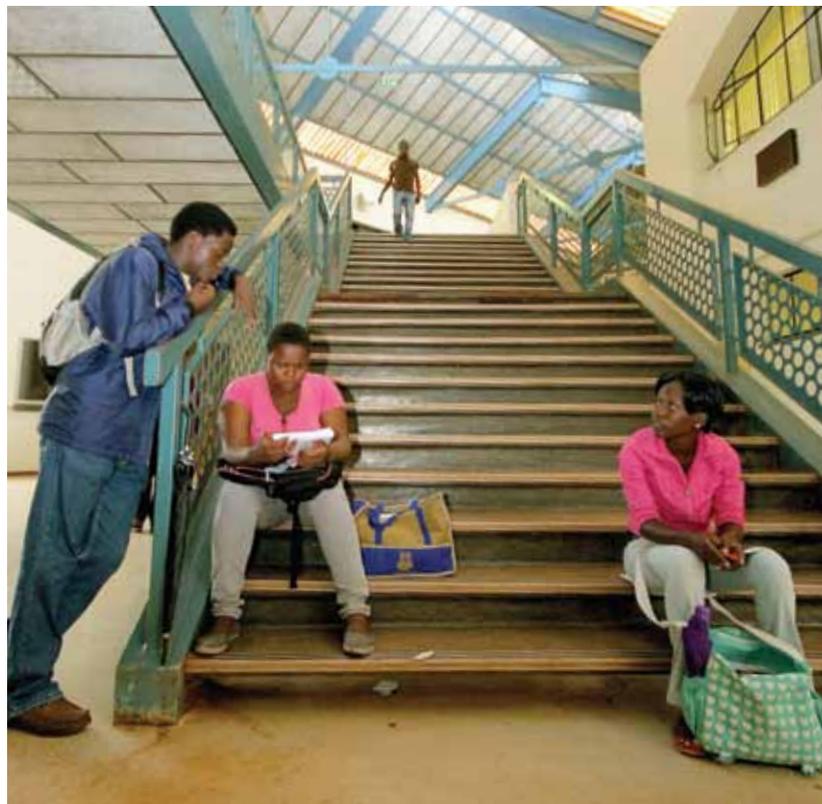
- Senate Teaching and Learning Committee
- Research and Publications Committee
- Community Engagement Committee
- Senate Higher Degrees Committee
- Senate Linkages, Partnerships and Internationalisation Committee
- Library Committee

The academic programmes leading to qualifications offered by the university are delivered by 61 academic departments hosted in eight academic schools. These are -

- School of Agriculture
- School of Education
- School of Environmental Sciences
- School of Health Sciences
- School of Human and Social Sciences
- School of Law
- School of Management Sciences
- School of Mathematical and Natural Sciences

Senate reports to Council only on strategic matters that require approval.

These include the introduction of new programmes and policies and the appointment of academic managers – heads of departments, deans and vice deans of schools.



## Composition of Senate

1. The Senate consists of -
  - a) The vice chancellor, who is the chairperson;
  - b) The deputy vice chancellors, one of whom must be designated by the vice chancellor to be the chairperson in the absence of the vice chancellor;
  - c) Two members of Council, elected by Council;
  - d) All deans of schools;
  - e) All vice deans;
  - f) All heads of academic departments;
  - g) 50 percent of the professors of the university who are not deans or vice deans or heads of academic departments, elected by the professors from their own ranks, provided there must be at least one professor from each school;
  - h) 30 percent of the senior lecturers of the university who are not deans or vice deans or heads of academic departments, elected by the senior lecturers from their own ranks, provided there must be at least one senior lecturer from each school;
  - i) 10 percent of the lecturers of the university who are not deans, or vice deans or heads of academic departments, elected by the lecturers from their own ranks, provided there must be at least one lecturer from each school;
  - j) The Director: Library Services;
  - k) The director or head of a bureau, section or department of the university, designated by the Senate;
  - l) One student, other than a first year student, for each school, elected by the students of the school concerned;
  - m) The directors of academic centres and institutes; and
  - n) One member of the Student Representative Council, elected by the Student Representative Council.
2. The control and regulation of teaching, learning and research at the university is vested in the Senate in accordance with its rules for that purpose and approved by the Council.
3. A vacancy in the Senate must be filled in the same manner as that in which the member who previously held the office was appointed, elected or designated.
4. A person appointed, elected or designated holds office for the unexpired portion of the term of office of his or her predecessor.
5. Senate submits to Council –
  - a) Reports of its activities;
  - b) Recommendations as it may deem expedient regarding any matter or interest to the university; and
  - c) Recommendations regarding any matter referred to it by Council.
6. The Registrar is the secretary to Senate and has no voting powers.
7. Members of Senate sign the conflict of interest and confidentiality declaration form at the beginning of every meeting.
8. Senate applies the code of practices and conduct and the code of ethical behaviour and practice in every meeting.

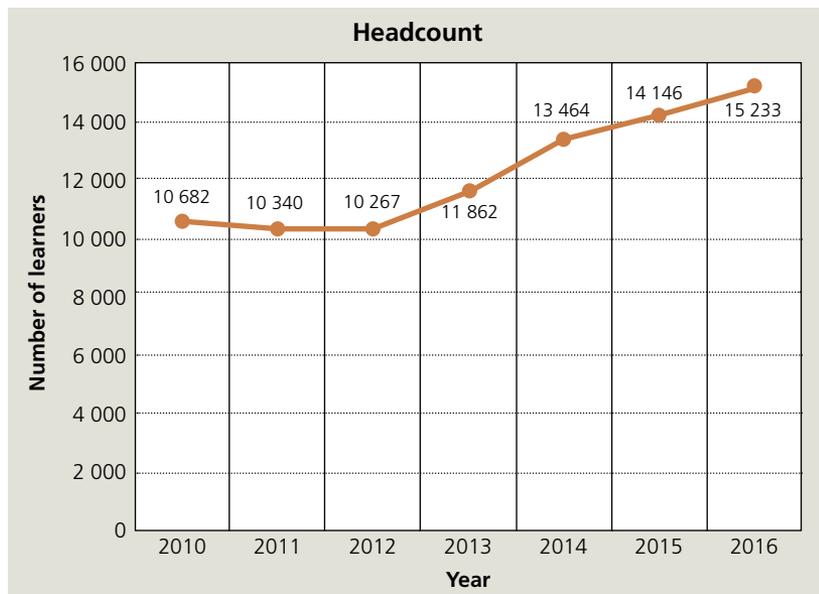
## Changes in academic structures

The programme qualification mix is a continuous review to ensure that only duly approved, recognised and accredited programmes are offered. Enrolments in 2016 occurred only in the Department of Higher Education and Training-approved and Council on Higher Education-accredited programmes.

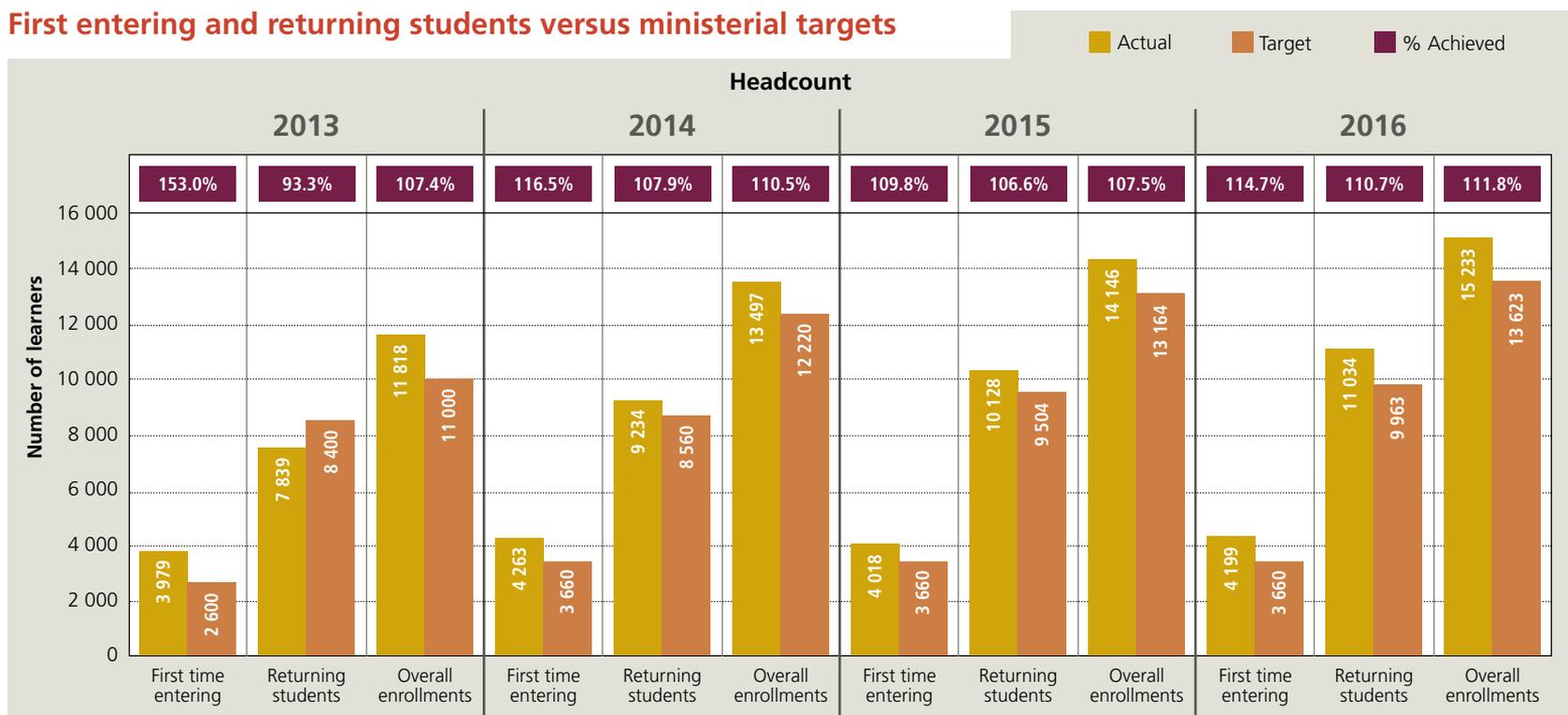


## Composition and size of the student body

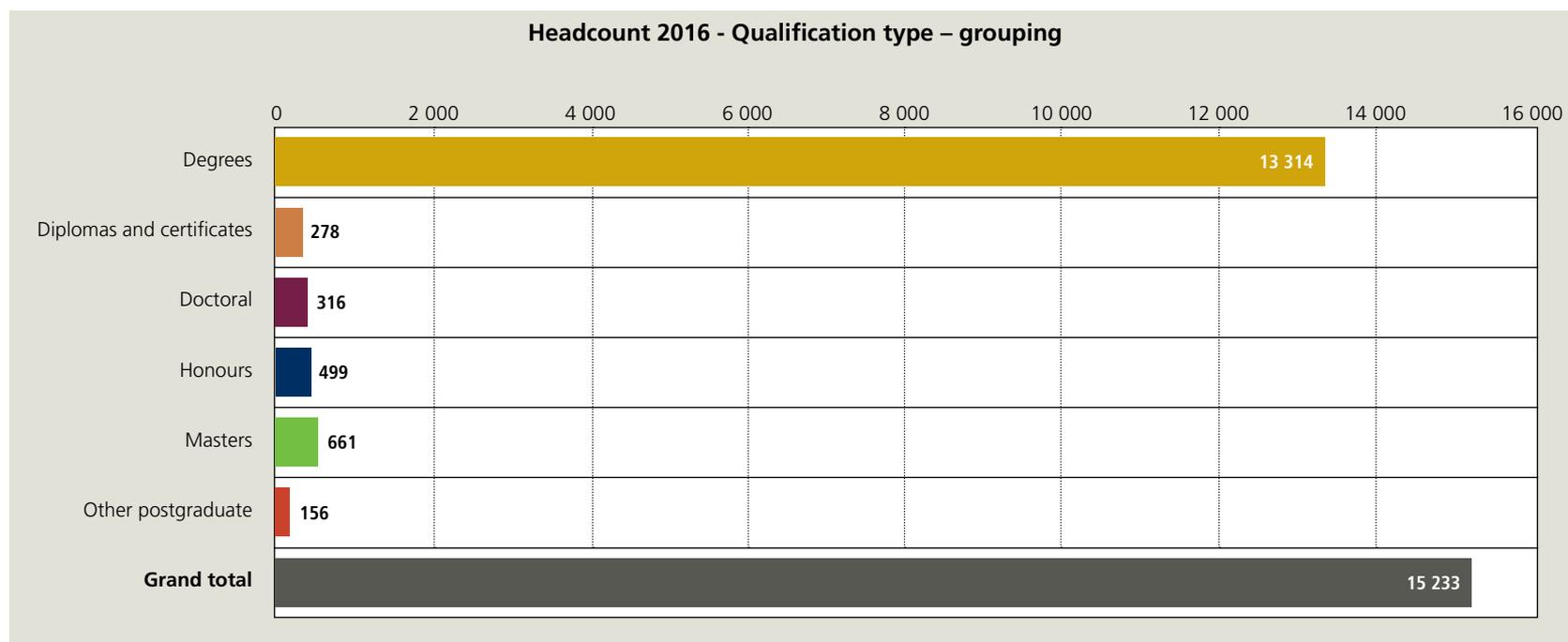
Headcount enrolments have continued to grow, in line with the ministerial target of 6% annual growth to reach a targeted headcount enrolment of 15 500 by 2019. Univen is closely monitoring the composition of its student body to ensure that the ministerial targets for 2019 are met. In 2016, the total headcount of students was 15 233.



## First entering and returning students versus ministerial targets



## Enrolments per qualification type



## Enrolments per educational subject matter category, compared to Department of Higher Education and Training mandate\*

Classification of educational subject matter	Enrolment 2016		2016 Departmental mandate
	Headcount	% of total	
Science Engineering Technology, including Health	5 715	37.51	5 280
Business Management	3 049	20.01	2 530
Education	2 207	14.48	2 029
Humanities, including Law	4 267	28.00	3 784
<b>Total headcount</b>	<b>15 233</b>	<b>100%</b>	<b>13 23</b>

\* The figures are based on tables received from IPQA on 1 June 2017. They represent the unaudited data after the second HEMIS submission in April 2017. This has been indicated in the table.

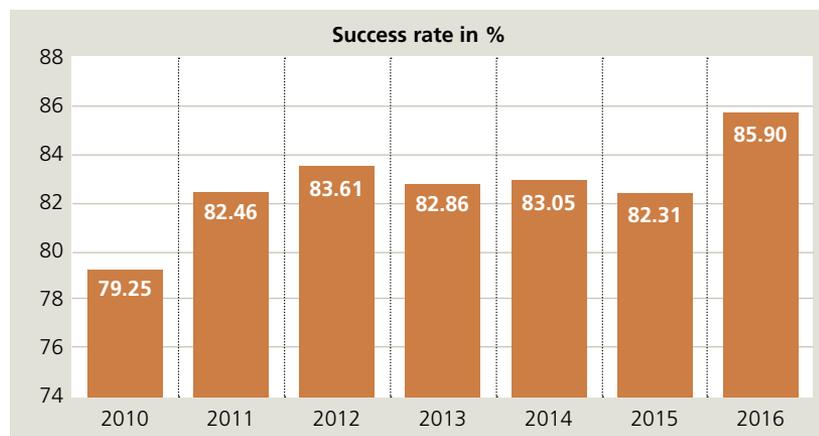
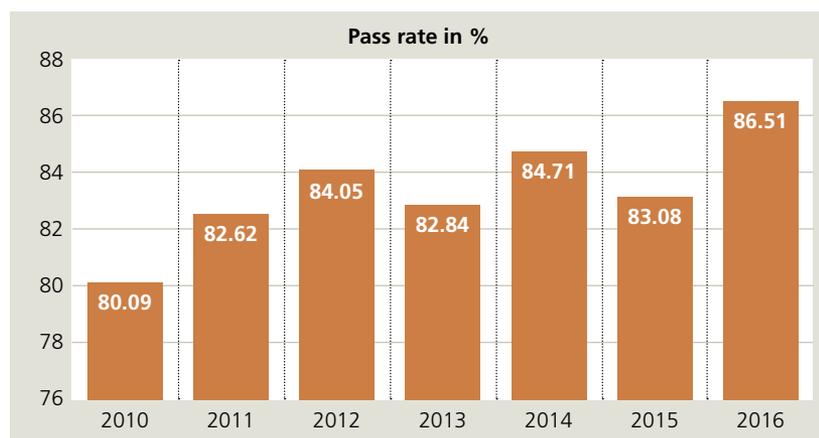
## Analysis of size and shape trends: Enrolments by qualification type 2010 – 2016

Classification of educational subject matter category	2010	2011	2012	2013	2014	2015	2016	2016 Ministerial target	2016 Ministerial target
Science Engineering Technology, including Health	42%	44%	45%	42%	37%	44%	38%	43%	45%
Business / management	20%	18%	19%	19%	19%	21%	20%	20%	19%
Education	11%	16%	16%	14%	12%	11%	14%	14%	15%
Humanities, including Law	26%	23%	21%	25%	32%	24%	28%	23%	21%
<b>Total</b>	<b>10 679</b>	<b>10 342</b>	<b>10 323</b>	<b>11 818</b>	<b>13 497</b>	<b>14 147</b>	<b>15 233</b>	<b>100%</b>	<b>100%</b>

# TEACHING AND LEARNING

## 2016 Pass rates and success rates

School	Pass rate	Success rate
Academic services	91.57%	90.92%
Agriculture	86.40%	81.36%
Education	96.23%	95.45%
Environmental Sciences	84.76%	81.97%
Health Sciences	92.76%	93.39%
Human and Social Sciences	88.91%	87.53%
Law	83.35%	83.38%
Management Sciences	81.99%	81.63%
Mathematical and Natural Sciences	77.94%	77.75%
<b>Total</b>	<b>86.51%</b>	<b>85.90%</b>



## Pass rate per school (%)

School	2010	2011	2012	2013	2014	2015	2016
Academic services					83.74	90.84	91.57
Agriculture	79.83	80.56	83.00	78.52	84.96	87.76	86.40
Education	88.76	88.67	91.11	93.25	91.66	90.97	96.23
Environmental Sciences	78.85	78.94	84.10	81.10	81.68	83.50	84.76
Health Sciences	91.80	91.62	92.44	91.05	91.88	92.05	92.76
Human and Social Sciences	84.05	88.55	87.66	86.37	84.95	86.64	88.91
Law	81.44	81.85	83.23	81.71	82.43	84.69	83.35
Management Sciences	70.55	73.71	73.00	72.52	74.78	78.74	81.99
Mathematical and Natural Sciences	71.51	76.71	77.97	76.34	76.26	76.61	77.94
<b>Grand total</b>	<b>80.09</b>	<b>82.62</b>	<b>84.05</b>	<b>82.84</b>	<b>83.08</b>	<b>84.39</b>	<b>86.51</b>

## Teaching and Learning Indaba

The first Teaching and Learning Indaba at Univen shared practices suitable for the university's academic community to strengthen quality teaching and learning. The Indaba offered close engagement with inspiring and seasoned external academic developers.



## Braille and South African Sign Language project

Univen's Disability Student Unit provides dedicated services to students with disabilities. Activities in the year under review included training for 100 educators in Braille and South African Sign Language.

## Graduate output and graduation rates

Qualification type	Year linked to graduation			
	2013	2014	2015	2016 – unaudited data after 2 <sup>nd</sup> HEMIS submission in April 2017
Undergraduate diplomas/certificates	108	172	100	103
First degree (academic and professional degrees)	1 340	1 760	1 870	2 245
Honours degrees	171	182	213	260
Master's degrees by research	35	42	86	116
Other postgraduate degrees	135	131	107	288
Doctoral degrees	3	1	8	26
<b>Total</b>	<b>1 809</b>	<b>2 288</b>	<b>2 384</b>	<b>3 038</b>

## Graduation rates

School	2012			2013			2014			2015			2016		
	Headcount	Graduates	Graduation rate												
Academic services							47	0	0.0%	56	0	0.0%	103	0	0.0%
Agriculture	413	47	11.4%	560	50	8.9%	664	50	7.5%	690	53	7.7%	779	88	11.3%
Education	2 152	315	14.6%	2 441	380	15.6%	2 964	591	19.9%	3 015	498	16.5%	3 213	811	25.2%
Environmental Sciences	1 164	227	19.5%	1 248	164	13.1%	1 396	221	15.8%	1 529	279	18.2%	1 647	299	18.2%
Health sciences	1 015	210	20.7%	1 182	224	19.0%	1 287	286	22.2%	1 276	296	23.2%	1 337	348	26.0%
Human and Social Sciences	1 668	312	18.7%	1 917	316	16.5%	2 322	345	14.9%	2 570	428	16.7%	2 772	472	17.0%
Law	1 127	188	16.7%	1 209	216	17.9%	1 217	265	21.8%	1 112	187	16.8%	1 138	213	18.7%
Management Sciences	1 662	253	15.2%	1 885	256	13.6%	1 990	289	14.5%	2 192	334	15.2%	2 419	477	19.7%
Mathematical and Natural Sciences	1 122	212	18.9%	1 376	201	14.6%	1 610	241	15.0%	1 706	309	18.1%	1 831	330	18.0%
<b>Grand Total</b>	<b>10 323</b>	<b>1 764</b>	<b>17.1%</b>	<b>11 818</b>	<b>1 809</b>	<b>15.3%</b>	<b>13 497</b>	<b>2 288</b>	<b>17.0%</b>	<b>14 146</b>	<b>2 384</b>	<b>16.9%</b>	<b>15 239</b>	<b>3 038</b>	<b>19.9%</b>

## Honorary degrees



The Deputy President of South Africa, Dr Cyril Ramaphosa was bestowed with an honorary doctorate of Law (Honoris Causa) by the University of Venda on 23 September 2016. The honorary degree was for his outstanding contribution in the drafting of the constitution of the country. He also received the doctorate for his role in ensuring a smooth transition of the country from apartheid to the democratic dispensation enjoyed today.

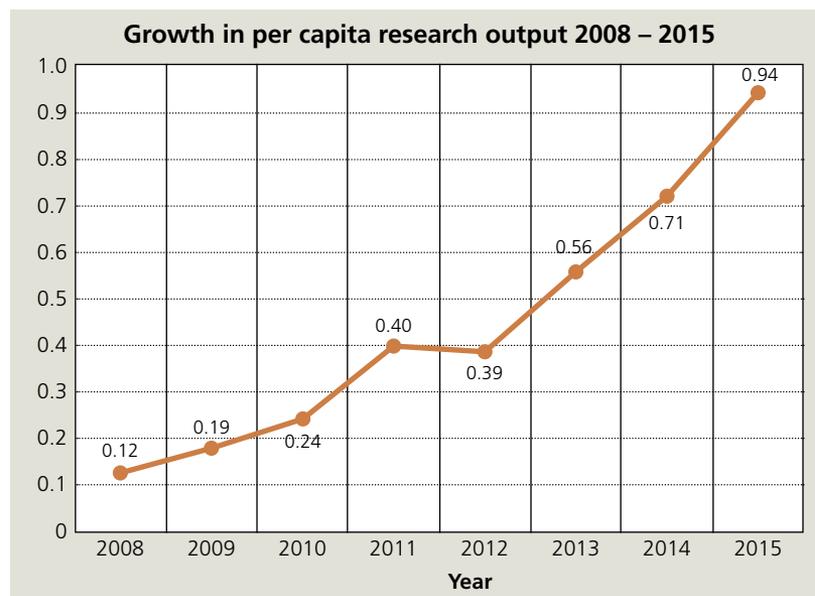
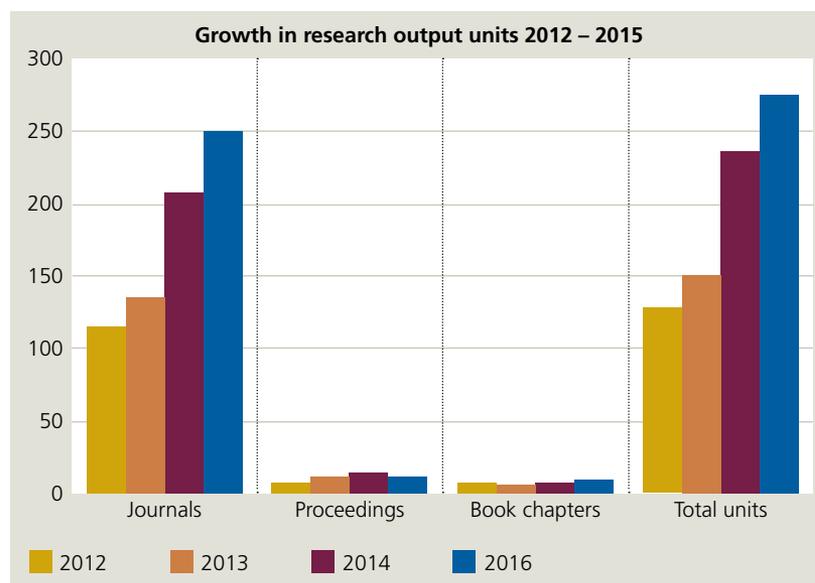


Furthermore, honorary doctoral degrees were conferred on Ambassador Fikile Sylvia Magubane who received a doctorate in Public Administration in the School of Management Sciences. The former Minister of Science and Technology, Mosibudi Mangena, received a doctorate in Science in the School of Mathematical and Natural Sciences while Herbert Mokadi Lentsoane was honoured with a doctorate in Northern Sotho in the School of Human and Social Sciences. Posthumously, a doctorate of Law was awarded to the late Tshifhiwa Isaac Muofhe, which was received by his daughter Mulanga.

## RESEARCH

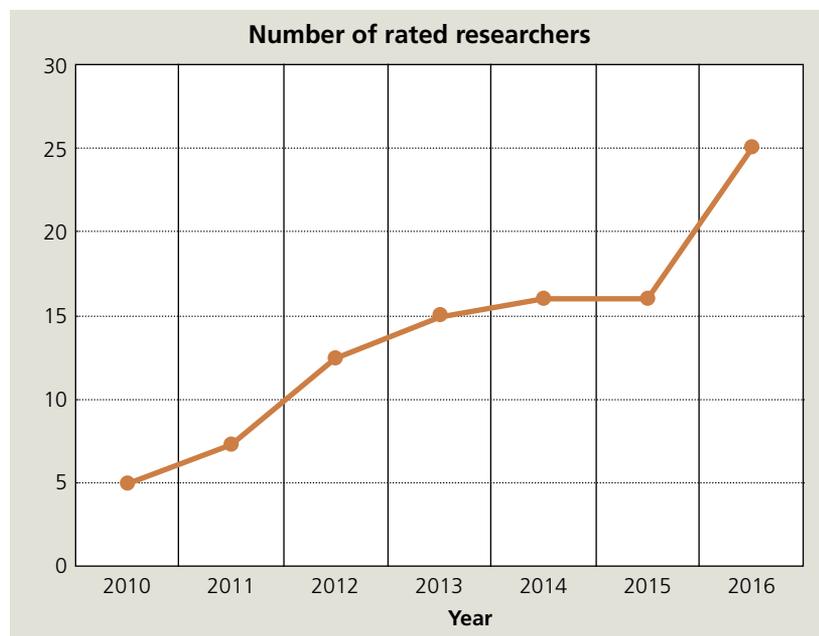
### Research output units

The 2015 research output report indicates that the University of Venda has increased its percentage of publications in international journals from 44% in 2013, to 66% in 2014 and 73% in 2015. This is a clear indication that research output has not only increased in quantity but also in quality and impact. The per capita research output has risen steadily and it is clear that the ministerial target of 1.25 output units per capita by 2019 is within reach. It rose from 0.71 units per capita in 2014 to 0.94 units per capita in 2015.



## Rated researchers

The number of National Research Foundation-rated researchers stood at 25 at the end of 2016.



## 2016 Research Indaba

The theme of the 2016 Research Indaba was 'Sustaining Research Growth at Univen' where stakeholders deliberated on strategies to enhance research. Keynote speaker Prof Antony Mulaba, Head of the School of Mining, Metallurgy and Chemical Engineering at the University of Johannesburg said Univen's improved research underlines the university's improved research efforts.



## Research Open Day

The annual Research Open Day was attended by delegates from the National Research Foundation, the Centre for Scientific Institute and Research and the National Intellectual Property Management Office.

## Postgraduate gathering

The annual Univen postgraduate student gathering supports postgraduate education. The presence of Botswana's International University of Science and Technology, Vice Chancellor Totolo, enhanced the quality of postgraduate education and research at Univen.



## Research leadership workshop

Senior researchers and academics of Univen gathered at the research leadership workshop themed 'Attaining higher echelons in research leadership'.

## NRF collaboration for capacity development of prospective masters and doctoral students

The National Research Foundation facilitated a workshop on campus to assist prospective masters and doctoral students in applying for foundation scholarships for the 2017 academic year.



**Prof PA Mbat**  
*Chairperson of Senate*





# INSTITUTIONAL FORUM REPORT

The Institutional Forum fulfils an advisory role in various activities such as the appointment of the vice chancellor and approval of the executive and senior management structure.

The members were elected from internal and external constituencies.

These constituencies are represented by three of their members:

- Council
- University management
- Senate
- Academic staff
- Administrative staff
- Service staff
- Convocation
- Student Representative Council

The nomination of representatives was transparent and democratic. These members represented their structures on the Institutional Forum:

<b>Council</b>	Ms ST Baloyi Mr KR Madzhie Thovhele MPK Tshivhase
<b>Management</b>	Prof VO Netshandama Prof DT Ngobeli Vacant (due to resignation of the incumbent from the services of the university)
<b>Senate</b>	Dr PK Chauke Dr MP Mulaudzi Adv MK Malepe
<b>Academic staff</b>	Dr NE Phaswana Dr LM Masehela Mrs MG Maluleke
<b>Convocation</b>	Mr KC Razwiedani (Chairperson) Mr T Modau (Deputy Chairperson) Thovhele M J Masia

## Administrative staff

Ms OM Ramaboe  
Mr BL Makhado  
Mrs MR Nelwamondo

## Service staff

Mr NA Mutoti  
Ms NE Masala  
Mr KG Mathelemusa (vacant following his retirement towards the end of the year)

## Student Representative Council

Ms MC Nthulane  
Mr B Mavhuru  
Vacant

All participants have an identifiable and significant constituency and mandated capacity to act on behalf of their constituencies.



The Executive Committee of the Institutional Forum consists of:

- Chairperson Mr KC Razwiedani
- Deputy Chairperson Mr T Modau
- Three additional members Dr MP Mulaudzi  
Thovhele MJ Masia  
Vacant

The functions of the Institutional Forum are to:

- a) Advise Council on issues affecting the institution, including:
  - The implementation of the Act and the national policy on higher education;
  - Race and gender equity policies;
  - The selection of candidates for senior management positions;
  - The code of conduct, mediation and dispute resolution procedures;
  - The fostering of an institutional culture which promotes tolerance and respect for fundamental human rights.
- b) Perform such other functions as determined by Council.

Meetings of the Institutional Forum in 2016:

- i) 17/03/2016 (Executive Committee)
- ii) 18/03/2016
- iii) 19/05/2016 (Executive Committee )
- iv) 15/06/2016 (special)
- v) 19/08/2016 (special)
- vi) 21/10/2016

Members of the forum sign the conflict of interest and confidentiality declaration form at the beginning of every meeting. The forum applies the Code of Practices and Conduct and the Code of Ethical Behaviour and Practice in every meeting.

#### Attendance of meetings for 1 January to 31 December 2016

Name	17/03 Exco	18/03	19/05 Exco	15/06 special	19/08 special	21/10
Thovhele MPK Tshivhase	N/A	A	N/A	A	A	A
Ms ST Baloyi	N/A	A	N/A	A	X	X
Mr KR Madzhie	N/A	X	N/A	X	X	X
Mr KC Razwiedani	X	X	X	X	X	X

Legend: X = Present A = Apology N/A = Not applicable

## Matters considered by the Institutional Forum

The Institutional Forum is fully operational. It meets regularly as scheduled, or when the need arises. In 2016, it dealt with several matters, including:

### Procedure, flow of activities and advertisement for the position of Deputy Vice Chancellor: Operations

The forum noted the procedure document and flow of activities for the position of Deputy Vice Chancellor: Operations and proposed that the position should be unbundled as its scope was too huge.

### Revised executive and senior management structure of the University of Venda

The forum agreed that the revised executive and senior management structure would be submitted to Council, while consultations between the joint structure and the Executive Management Committee would go on.

### Integrated transformation

The forum noted the integrated transformation report and elected champions of these six themes:

- Diversity
- Governance
- People management
- Core business
- Student centricity
- Institutional culture

The forum agreed that there should be a seating of a transformation dialogue which includes both staff and students to deal with some of the themes on the transformation agenda as a pro-active measure to curb instability on campus, coordinated by the champions.

### Nomination of three Institutional Forum members to serve on the Search and Interview Committees for the appointment of Deputy Vice Chancellor: Operations.

The forum nominated these three members:

- i) Mr KC Razwiedani
- ii) Mrs MR Nelwamondo
- iii) Mr KR Madzhie

### Shortlisting of candidates for the appointment of Deputy Vice Chancellor: Operations

The forum recommended these names/applicants for possible shortlisting:

- i) Dr KF Netshiombo
- ii) Dr RL Martin
- iii) Mrs MT Mulaudzi



**KC Razwiedani**  
Chairperson: Institutional Forum





# REPORT ON RISK, INTERNAL ADMINISTRATIVE / OPERATIONAL STRUCTURES AND CONTROL

## Controls promote a culture of good governance

The University of Venda maintains systems of internal control to mitigate identified risks, control over financial reporting, safeguard assets and ensure the integrity of teaching and research activities.

Such systems provide reasonable assurance to the University Council that the control environment promotes a culture of good governance.

### Management's responsibility

Management is responsible for establishing and maintaining a sound system of internal controls.

### Internal Audit function

The Audit and Risk Committee has approved a co-sourced model of the internal audit function. The university is moving into the 60/40 model with regards to capacitating this function.

Internal Audit is mandated by the Audit and Risk Committee to provide independent, objective assurance and consulting services designed to add value and to improve the university's operations.

It helps the Council and management accomplish their objectives, including meeting corporate governance compliance requirements through assessing the adequacy and effectiveness of risk management, internal control and governance processes.

In planning the internal audits for 2016, Internal Audit considered the key risk as per the risk register, external audit inputs, as well as knowledge of the university. It also considered issues raised by management. Emanating from these considerations, the committee approved the three-year rolling internal audit plan.

It conducted 13 reviews, compared to 16 in 2015. This was based on the Internal Audit coverage plan, as approved by the Audit and Risk Committee.

The internal audit plan only covered the university and does not include its associated entities, the University Foundation and Univen Income Generation Company, which are separate registered entities.

The Internal Audit function's authority - which reports administratively to the vice chancellor, and functionally to the Audit and Risk Committee - is derived from the Internal Audit charter which is reviewed annually and approved by the Audit and Risk Committee.

### Risk exposure assessment and management

The risk management division is overseen by the Risk Management Committee. Four risk management meetings were held during the year under review and risk charters and policies were approved.

An annual risk assessment workshop reviewed and updated the risk register for 2017. A risk officer has been appointed who will focus on risk activities.



## Assessment of adequacy and effectiveness of internal controls

An effective internal control system provides reasonable assurance with respect to the preparation of financial statements and the safeguarding of assets. We are, however, satisfied that, except for the matters highlighted in the next paragraph, there were no major lapses in the internal control environment.

The audit outcomes revealed areas where the controls required improvement, the controls were not adequate and areas where the controls were not fully implemented.

- Controls regarding supply chain management and contract management concerns were raised, including controls to ensure a valid supplier database and performance evaluation of suppliers;
- Controls regarding information technology and its governance; and
- Controls relating to infrastructure project management.

Based on this, there is a need for improvements to ensure that controls are working as intended.

To improve the internal control environment, management should ensure that portfolio managers take direct ownership and responsibility for the oversight and monitoring of the control environment in a planned approach.

The Audit and Risk Committee is monitoring the follow-up audit reports and Management has committed to resolving the outstanding findings. Quarterly reports will be submitted to the Audit and Risk Committee to monitor progress.



**TA Ramawa**  
*Director: Internal Audit*



**J Lekgetha**  
*Chairperson: Risk Management Committee*



**JM Seoloane**  
*Chairperson: Audit and Risk Committee*







# REPORT ON TRANSFORMATION

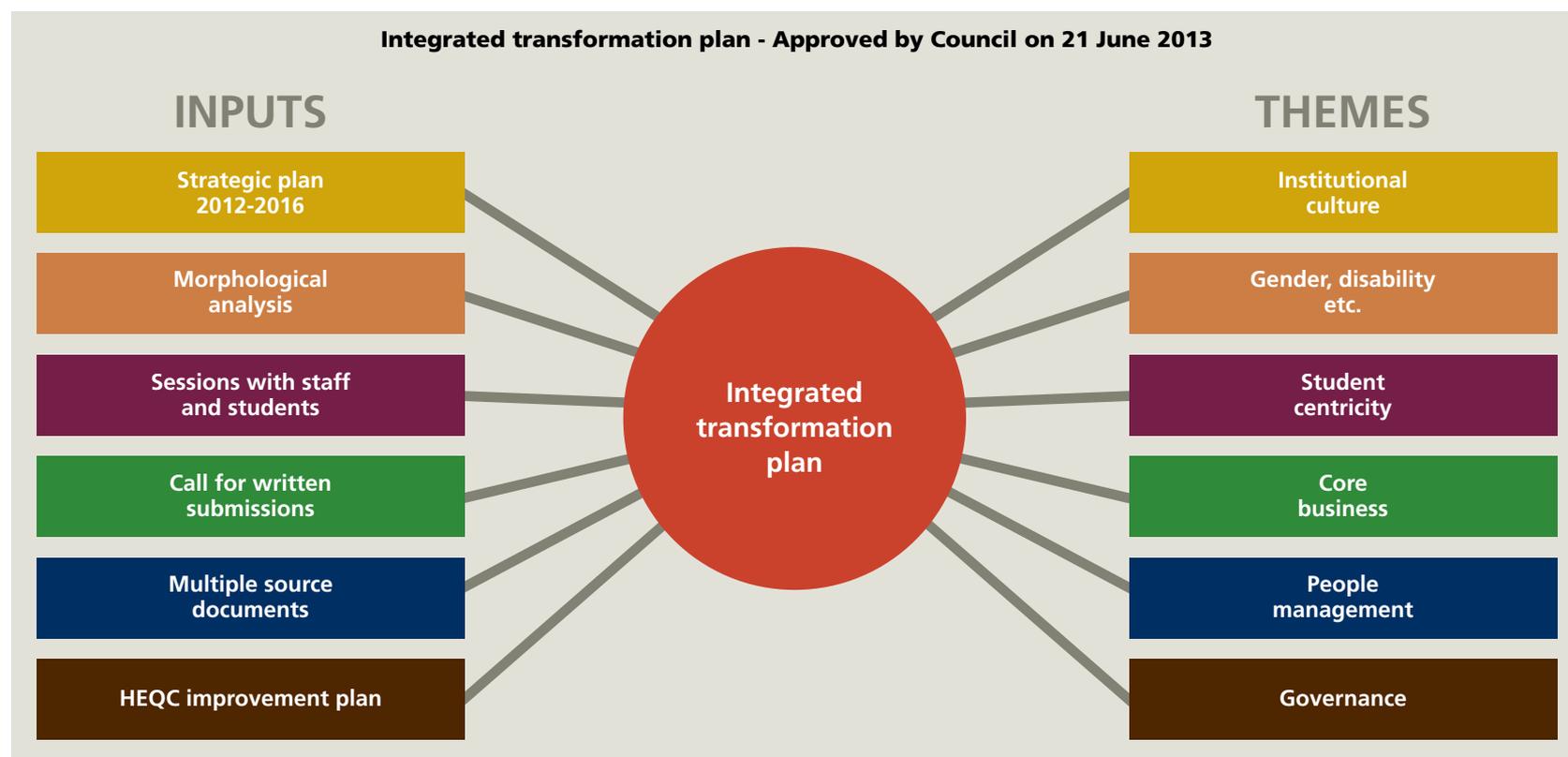
## Transformation results in a locally relevant but globally competitive institution

The University of Venda embraces transformation that would result in a locally relevant, but globally competitive institution of higher learning. In such an institution all people, irrespective of race, gender or nationality would feel welcome to contribute. In 2013, the university's integrated transformation plan was adopted. A total of six transformation areas - diversity, institutional culture, people management, student centricity, core business, and governance - were identified. In 2015, the Univen transformation charter was adopted. An annual risk assessment workshop reviewed and updated the risk register for 2017. A risk officer has been appointed who will focus on risk activities. The process of transformation is catalysed through transformation task teams:

- Non-discrimination and diversity – Champion Cornelius Hagenmeier, Director: International Relations

- Institutional culture - Champion Senior Professor Base Khoza, Dean of Health Sciences
- People management – Champion Mushoni Mulaudzi, Director: Library Services
- Student centricity – Champion Prof Edward Nesamvuni, University Registrar
- Core business – Champion Prof Jan Crafford, Deputy Vice Chancellor: Academic
- Governance - Champion Deputy Vice Chancellor: Operations

In the year under review, substantive progress was made with the implementation of the integrated transformation plan.



## Theme 1

Non-discrimination and diversity			
#	Objective	Progress	Targets and achievement dates
1	Create a culture among staff and students that embraces and promotes diversity in its broadest sense through the creation and monitoring of an enabling environment for behavioural change, development of new and the review of existing policies, creating disability access and disability-friendliness infrastructure.	<p>Policy review is ongoing and taking place through an inclusive process involving Council members, staff and structures.</p> <p>In 2016, these policies were in the process of being reviewed:</p> <ul style="list-style-type: none"> <li>• Univen remuneration policy</li> <li>• Univen travel allowance policy</li> <li>• Univen cell phone policy</li> <li>• Univen business travel</li> <li>• Termination of employment</li> <li>• Staff development</li> <li>• HIV and Aids</li> <li>• Delegation of authority</li> </ul>	2016
2	Consider recommendations from anti-Xenophobia task team and implement approved actions. These include the transformation charter, social dialogue platform, aggressive marketing and publicity, module on diversity, language policy, language skills, sharing local language and culture, mixing of cultures in residences, diversity celebrations, reaching out to 'silent' members of the community, student involvement, partnerships with other universities and enhancing positive institutional culture elements.	<p>Transformation charter approved by Council.</p> <p>Cultural days recognised - Africa Day, Zimbabwe, Nigerian and Botswana Independence Days.</p> <p>Social dialogue platform held and Univen transformation charter launched.</p> <p>Signed memorandum of understanding with the University of Zambia, renewed memorandum of understanding with Walter Sisulu University.</p>	<p>April 2015</p> <p>Ongoing in 2016</p> <p>May 2015</p> <p>2016</p>

## Theme 2

Institutional culture			
#	Objective	Progress	Targets and achievement dates
3	Dissemination of transformation charter.	Transformation charters are disseminated to relevant internal and external stakeholders.	Ongoing in 2016
4	Enhance communication by creating formal engagement platforms between senior management and specific stakeholder groups like students, academic, support and service staff.	Executive Management Committee meets schools and departments and divisional heads twice a year. Regular meetings with Student Representative Council and joint structures.  Engagement with joint structures on in- and outsourcing.	Ongoing in 2016  Ongoing in 2016
5	Ensure a corrupt and fraud-free environment by developing and implementing a fraud prevention strategy, anti-fraud and anti-corruption policy, whistleblowing policy and implementing an off-campus independent whistleblowing hotline for use by staff and students.	Fraud prevention plan developed and submitted to Risk Management Committee.  Whistle-blowing policy adopted.  Tip-off anonymous implemented in two ways - policy on gifts part of revised and Supply Chain Management policy adopted.	June 2015  2016  2016

## Theme 3

People management			
#	Objective	Progress	Targets and achievement dates
6	Developing a staff rights and responsibilities charter.	Work in progress.	Adoption planned for 2017
7	Creating a staff performance and recognition framework in conjunction with all stakeholders directly affected. This framework to be de-linked from recurring remuneration and should emphasise non-cash recognition by means of celebrating specific extraordinary work-related achievements by both academic and support/service staff.	<p>Performance management now allows for staff recognition.</p> <p>Long service recognition.</p> <p>Recognition of excellence for administrative staff draft document.</p> <p>Recognition of excellence for academic staff in the form of these categories of the Vice Chancellor's excellence awards:</p> <ul style="list-style-type: none"> <li>• Teaching and learning</li> <li>• Research</li> <li>• Community engagement</li> </ul>	<p>June 2015</p> <p>Ongoing</p> <p>2016</p> <p>Ongoing</p>
8	Develop staff attraction and retention strategy.	<p>Consultant is assisting with development of a recruitment and retention strategy.</p> <p>Consultant was appointed to assist with the review of Univen's tax dispensation. The review has been completed and resulted in the review of the Remuneration policy.</p> <p>Review of provident fund contributions.</p>	<p>2016</p> <p>2016</p> <p>Ongoing in 2016</p>
9	Ensure that Univen becomes an employer of choice by benchmarking and reviewing the practical aspects of recruitment, selection and retention processes against best practice at comparable universities nationally and internationally.	<p>The Directorate Human Resources is implementing e-recruitment, following comprehensive benchmarking</p> <p>The university is currently using the PwC's REMeasure job evaluation system. Most positions have been evaluated. Job grading has been done for 231 out of 300 positions to be evaluated.</p>	<p>Ongoing since 2016</p> <p>Ongoing, completion expected in first semester 2017</p> <p>2016</p> <p>2016</p>
10	Verify CV's regarding qualifications and background checks.	Verification of CVs and background checks are conducted externally by Lexis-Nexis.	2016

## Theme 3

People management			
#	Objective	Progress	Targets and achievement dates
11	Ensure that staff has an equitable workload by reviewing workload versus staffing levels including but not limited to the staff/student ratio to comply to 2011 Higher Education Quality Committee recommendation number 3.	The Deputy Vice Chancellor: Academic has developed a proposal on Univen's academic work load. The proposal will serve on the agenda of first school board meetings of 2017.	To be ready for implementation in the 2018 academic year
12	Devising people development strategy comprising programmes and initiatives to raise levels of staff commitment and improved work ethic and dedication.	People development is undertaken in various departments, including staff development, research, information communications technology training and Centre for Higher Education, Training and Learning interventions.	Ongoing
13	Develop mechanisms to monitor staff productivity.	Performance management has been implemented for all levels of staff.	Ongoing
14	Implement 'Grow own Timber' strategy.	<p>Growing next generation of academics programme and targeted employment of own graduates.</p> <p>Three channels are currently in use:</p> <ul style="list-style-type: none"> <li>• Teaching assistants: 23 appointed</li> <li>• Research assistants: 11 positions</li> <li>• Interns: 200 supported by various SETAS and Department of Science and Technology- National Research Foundation</li> </ul> <p>nGAP: 8 appointed</p> <p>There are 37 masters and PhD students sponsored by ETDP-SETA and MERSETA to build Univen's next generation academics.</p>	Ongoing
15	Devising people development strategy, comprising programmes and initiatives to raise levels of staff commitment, an improved work ethic and implement a modern and effective staff code of conduct to ensure that it is in line with best practice at comparable universities.	<p>People development is undertaken in various departments including staff development, research, information communications technology training and Centre for Higher Education, Training and Learning interventions.</p> <p>Over R47 million is invested in various capacity development interventions within the university.</p>	Ongoing

## Theme 3

People management			
#	Objective	Progress	Targets and achievement dates
16	Implement equity plan with emphasis on gender progress and achieving targets of staff with disabilities.	<p>Annual equity plan submitted to Department of Labour.</p> <p>Significant investment in training and development of female staff members was made, including 20 female staff members who participated in a Women in leadership development programme offered by the University of Witwatersrand.</p> <p>The university submitted a new five-year employment equity plan to the Department of Labour.</p>	Ongoing
17	Implement succession planning for key posts.	<p>Consultants appointed, they are in the process of conducting an online survey on staff retention. Views of service workers are collected through focus group discussions. The final report will serve in the Human Resources Committee of Council.</p>	To be completed in 2017
18	Insourcing.	<p>Council approved the insourcing through Univen Innovation Growth Company model. Security services is now under Univen Innovation Growth Company, cleaning and grounds will follow once the current service providers contract come to an end. Staff cafeteria is not on the current dispensation. This will however raise capacity issues with the Univen Innovation Growth Company, which has signed an agreement with NEHAWU, including among others, setting up a branch on campus.</p>	Ongoing

## Theme 4

Student centricity			
#	Objective	Progress	Targets and achievement dates
19	Improve Univen's student centricity whilst maintaining a sound balance with the interests of other stakeholders while upholding standards of good governance.	<p>The strategic plan 2016 - 2020 has identified critical success factor 2 as an enabling environment - from admission to graduation of students. Some of the areas identified for student centred services include, improved online application, efficient online registration, user-friendly information communications technology connectivity, fit for purpose class and exam time tabling, effective and efficient examination processes.</p> <p>Several projects have also been identified to enhance the quality of student life at Univen. These will be implemented as part of the new strategy 2016 - 2020 strategic objective 8. Interventions will be needed for risk students through the Centre of Higher Education Teaching and Learning. However, student housing will play a pivotal role in a project 'Resident leaving and learning' for students to also be tutored by their peers and seniors. The emphasis on student academic excellence to the Student Representative Council leadership should also be enhanced through the student development project which will encourage articulation from degree to postgraduate level. Instruments to be used for postgraduate students should include research assistantship, research internship and new generation of academics.</p>	November 2015

## Theme 4

Student centricity			
#	Objective	Progress	Targets and achievement dates
20	Consider the region and geographic location of Univen's student population, novel ways and all existing forms of student financial aid to improve support to needy students.	<p>0% fee increase for 2016.</p> <p>SETA and National Student Financial Aid Scheme bursaries assist financially needy Univen students.</p> <p>Univen wrote off R12 million in bad student debt.</p> <p>From 2008 to 2016, Univen harnessed substantive funding from SETAs.</p> <p>Ongoing engagement with student leaderships on fees.</p> <p>66 Corporate meetings were held to secure funding.</p> <p>R151 484.78 was raised for the best performing students.</p> <p>Social responsibility fund 'Touch of Hope' established.</p> <p>In 2016, Social responsibility fund raised R206 325.00 to help academically talented and deserving students.</p>	<p>2016</p> <p>2016</p> <p>November 2015</p> <p>Ongoing</p> <p>Ongoing</p> <p>2016, ongoing</p> <p>May 2016</p> <p>2016</p> <p>2016</p>

## Theme 4

Student centricity			
#	Objective	Progress	Targets and achievement dates
21	Improve the student quality of life as articulated in Strategic Objective 8.	<p>These items have been captured under Strategic Objective 8 of the 2016 – 2020 strategic plan and continue to be monitored closely. PC tablets have been rolled out to all undergraduate students, masters and PhD students have been issued laptops. This ensures equal access to e-learning and electronic knowledge resources.</p> <p>In 2016, additional concrete actions included:</p> <p>460 Student development and support programmes, mentors recruited, 2 wellness promotions workshops held, 4 health and wellness campaigns conducted, 2 HIV and testing campaigns implemented, 7 workshops conducted throughout the year on ready for work, education awareness on intellectual property and entrepreneurial skills. Comprehensive sports and cultural programmes implemented.</p> <p>Continuous support for students through the programmes of the Centre for Higher Education Teaching and Learning.</p> <p>A swimming pool and various sporting facilities have been erected. The student entertainment area is undergoing a R3m upgrade.</p> <p>Dedicated student services building is under construction.</p> <p>Additional student residences to accommodate approximately 2 400 students are under construction.</p>	<p>Since June 2015</p> <p>Ongoing</p> <p>2016 ongoing</p> <p>2016 ongoing</p> <p>To be completed in 2017</p> <p>To be completed in 2017</p>

## Theme 4

Student centricity			
#	Objective	Progress	Targets and achievement dates
22	Re-engineering of the student academic administration to assist in moving to a fully electronic system for on- and off-campus registration. Ensure that Univen is becoming an automated 'Smart' organisation.	Registrar's Academic Committee meetings chaired by Registrar and all re-engineering projects managed from there.	Ongoing
23	Improve the classroom experience of students through appropriate curriculum delivery modes and intervention for at risk students.	<p>The Deputy Vice Chancellor: Academic and the Director International Relations conduct research on curriculum transformation.</p> <p>Public lectures (3 in 2016) consider issues of curriculum transformation and contextualisation.</p> <p>Academics received training to capacitate them for curriculum transformation, for example, through enrolment in postgraduate diploma in higher education.</p> <p>Regular curriculum reviews and departmental evaluations, which include an assessment of the curriculum of the relevant programmes, take place under the oversight of the Directorate Institutional Planning and Quality Assurance.</p> <p>Adequate resources for the relevant research and curriculum review processes are available.</p>	June 2016

## Theme 5

Core business			
#	Objective	Progress	Targets and achievement dates
24	Performing an audit of programmes offered by Univen which have not yet been accredited by either the Higher Education Quality Committee and/or external organisations such as the South African Institute of Chartered Accountants. Remaining programme accreditation to be fast tracked.	<p>The Univen programme qualification mix has been audited and approved by the Department of Higher Education and Training. Only programmes which are duly approved by the department and accredited by the Council on Higher Education are being offered. Several new programmes were approved and added to the programme qualification mix, but are not offered in 2017 until all short- and long-term conditions set by the Council on Higher Education have been met.</p> <p>The South African Institute of Chartered Accountants programme has seen its second first-year intake. A feasibility study of the proposed Mining Engineering Programme was undertaken by an external consultant during April-May 2015, as requested by the Department of Higher Education and Training.</p> <p>A review of academic departments and programmes was undertaken in 2016. In total eight academic departments and the programmes they offer were reviewed. Improvement plans have been submitted and will be implemented in 2017.</p>	<p>2016</p> <p>2016</p> <p>Ongoing</p>
25	During the debates regarding the conversion of the university to become fully comprehensive, the debate takes internal shape and size modalities into account.	The size and shape directives of the Department of Higher Education and Training, in particular the 4% ministerial target for enrolments in diploma and certificate courses by 2019, has given urgency to the finalisation of new career- focused programmes currently being developed, fast-tracking the accreditation of those previously submitted.	Ongoing
26	The Director of Communications and Marketing initiated the development of specific campaigns and initiatives in raising Univen's profile that go beyond generic marketing and brand building.	Close collaboration between the Director of Communications and Marketing, and deans and academic directors continued in 2016. This has resulted in more external communication of academic events and highlights.	Ongoing in 2016

## Theme 5

Core business			
#	Objective	Progress	Targets and achievement dates
27	Developing standardised operating parameters that impact on delivery within the university's core business, for example setting and enforcing starting and stopping times for support/service staff and establishing/enforcing minimum campus presence parameters for academic staff.	An academic workload allocation model, which specifies minimum presence on campus for academic staff, was developed in 2016 and submitted to the executive management committee. School Board approval is underway and enforcement will form part of the evolving performance management system. In collaboration with a service provider, a system for the collection of comprehensive quality data on workload and performance of academics is being developed and will become available in 2017.	2017
28	Infrastructure and utilities masterplan for campus development in line with enrolment strategy of Univen for next ten years.	Ministerial targets regarding future enrolment to inform the infrastructure and utilities masterplan.	Ongoing
29	Occupational health and safety and firefighting practises to be world-class.	New occupational health and safety consultant appointed.  Approval of the Process Control Manual for Occupational Health and Safety Committee training on evacuation.	Work in progress, to be completed in 2017  2016
30	Implementing a disability access and disability-friendliness infrastructure audit and ensuring the implementation of the outcomes.  Disability awareness e.g. notes to disability unity, recording.	Disability assessment done.  Walkways and ramps under construction.  Old Student Affairs building to become part of Disabled Student Unit when new student centre is completed.	Ongoing
31	Information technology -  Ensure paid up site licences for software for staff and students with disabilities.  Workshop with information technology systems, Microsoft, service providers and Tenet to finalise information technology systems masterplan.  Establish hi-tech Smart Campus by end 2014.	Acquisition of the Blackboard e-learning platform has been finalised and three modules are being piloted on the platform. Three e-learning practitioners have been appointed in the Centre for Higher Education, Training and Learning and in-house training of academics in e-learning commenced in April 2015. The roll-out of student tablets will be finalised by the end of the first term.	Ongoing

## Theme 5

Core business			
#	Objective	Progress	Targets and achievement dates
32	Information technology available to all students for teaching and learning.	Blackboard available to all students, PC tablets disseminated to all undergraduate students. Laptop, PC's to all postgraduate students. Consequently, equal access for all students to electronic teaching and learning resources.	Ongoing
33	Information technology support for core business.	Eduroam fully functioning across campus.	Ongoing

## Theme 6

Governance			
#	Objective	Progress	Targets and achievement dates
34	Create an effective Institutional Forum by undertaking an independent external assessment of the current state of functionality of the forum. Report on the outcomes, along with recommendations to be presented to Council.	Institutional Forum well-established under new leadership, especially in view of recent national student strikes. Co-option of more management and student members to facilitate healthy debate.	Ongoing
35	Ensure Council members understand the role and responsibilities of the Council through an indaba or team building event. Establish a clear understanding of the oversight monitoring role of Council regarding consistency of policy implementation. Monitoring of policy compliance and enforcement. Establish a clear understanding of the monitoring role of Council regarding transformation oversight and monitoring of compliance.	Council performance measurement instrument completed and approved. Council orientation and training session done in February 2015. Approved reviewed statutes of Univen. Analyse risks and monitor effective and efficient Risk Management Committee established. Monitored formalisation of Council sub-committees with clear mandates.	Ongoing
36	Monitor compliance with laws and regulations.	Approval of the creation and filling of the position Head: Legal Compliance.	2016

## Theme 6

Governance			
#	Objective	Progress	Targets and achievement dates
37	Review of policies.	Build database of policies and monitor its regular review.	Ongoing
38	Monitor information communications technology compliance.	<p>King IV compliance completed for information communications technology.</p> <p>Information communications technology governance structure approved by Council.</p> <p>Review of information communications technology policies.</p> <p>Strengthening of the Information Communications Technology Steering Committee.</p> <p>Information communications technology disaster recovery finalised and approved.</p> <p>Information communications technology policy framework to be reviewed in 2016.</p> <p>Information communications technology masterplan designed and implemented.</p> <p>Development of business continuity plan to be approved.</p>	Ongoing
39	Monitor fraud prevention.	<p>Monitor accuracy of conflict of interest forms at various committees.</p> <p>Monitor implementation of blacklisting policy.</p> <p>Re-launched hotline and staff and students workshopped.</p> <p>Developed whistleblowing policy.</p> <p>Develop investigation mechanisms.</p> <p>New supply chain management policy.</p> <p>New controls on infrastructure projects.</p>	October 2015 and ongoing

## Univen celebrates Africa Day - showcasing African unity in diversity

The Univen community came together to celebrate Africa Day. Students and staff members enjoyed a programme which explored the theme 'Showcasing African unity in diversity'. The function signified the university's commitment to the African continent and the process of Africanisation.



## Women in leadership programme

The University of Venda's women leaders and managers from different departments completed a short course on women in leadership.

It was facilitated by the Wits Business School and co-sponsored by EDP SETA and the University of Venda. Participants presented their manifestos during a certificate of completion ceremony.



## Celebration of national independence days

Traditionally, Univen joins African countries in celebrating their independence days. In 2016, the commemorations included a celebration of Botswana-Nigeria Independence Day on 10 October 2016. Zimbabwe's independence of 36 years was also celebrated.

South African university community members joined those hailing from other countries in marking the national days of significance.

## International student buddy programme

Some 100 South African and international students participated in the 2016 international student buddy programme. The programme enhances a spirit of togetherness and cultural exchange.

Furthermore, it celebrates Univen's diverse community and generates a socially viable academic atmosphere. The theme of the 2016 programme was interculturalism.

It is one of the university's core interventions to strengthen social integration of local and international students. It also provides South African students an opportunity to gain international experience while studying at the home university.



## Women in leadership annual dialogue

The 1st Women in leadership annual dialogue was launched in 2016. More than 500 women attended the event, with guests coming from the Parliament of South Africa, the Limpopo provincial government, Technical Vocational Education and Training colleges, the local business community and NGO's. Guest speaker Prof Elelwani Khuba encouraged young female students to study hard, to command respect in the community and not to be discouraged based on gender.





# ANNUAL FINANCIAL REVIEW

## Focus continued on prudent financial management

Total assets have increased by 7%, compared to the previous financial year. Funds and reserves remained the same, even though there were serious challenges facing higher education institutions in South Africa particularly on #FeesMustFall. The university made a loss of R4 million, compared to the previous financial year surplus of R73 million. The loss is mainly attributed to the decrease of income from other activities. This situation is mainly ascribed to the slower recovery of bad student debts due to the #FeesMustFall campaign, the increase in operating expenses mainly due to an increase in personnel cost, the accounting losses relating to impairment loss and the change in accounting estimate under property, plant and equipment. Focus continued on prudent financial management,

conservative budgeting, managing cash flow, the generation of a modest annual surplus and increase in third stream income generation. This was achieved by closely monitoring, managing and controlling expenditure, setting reasonable targets for contract research and research output and subsidiaries' contribution. Univen's current and future debt liability is managed carefully and investments are managed to deliver a reasonable return. Univen has also reviewed its financial policies and collapsed a number of policies to ensure ease of usage and eliminating the risk of contradicting policies. The external auditors, SizweNtsabulaGobodo Inc. were reappointed for the 2016 audit and SAB&T auditors were appointed to assist with internal audit.

## Financial results

	2016 R 'm	2015 Actual R 'm	2014 Actual R 'm	2013 Actual R 'm	2012 Actual R 'm
Subsidies	468	417	373	341	311
Tuition fees	438	405	349	293	229
Sundry income	117	133	85	79	46
Interest and dividends	30	27	25	29	31
Fair value adjustments	(6)	39	312	3	3
<b>Total income</b>	<b>1 046</b>	<b>1 021</b>	<b>1 144</b>	<b>745</b>	<b>620</b>
Personnel costs	542	467	397	340	294
Other operation expenses	444	429	329	290	185
Finance cost	8	8	6	6	5
<b>Total expenses</b>	<b>994</b>	<b>904</b>	<b>732</b>	<b>636</b>	<b>484</b>
<b>Net surplus</b>	<b>52</b>	<b>117</b>	<b>412</b>	<b>109</b>	<b>136</b>

The figures indicate a R52 million surplus before depreciation and impairment loss on property plant and equipment of R56 million.

## Conservative budgeting

The budget is based on past results and the fact that Univen is still growing its reserves to ensure financial sustainability. At least 3% of the surplus should be retained in the reserves. The target remains to grow the reserve to cover the salary bill for two years. Currently the university can cover one year salary bill from its unrestricted funds.

The 2017 budget was approved by Executive Management in October 2016 for presentation to the Finance Committee. The Finance Committee recommended the budget to the Council in October which was then approved in November 2016. The approved budget consists of R884 million revenue and R878 million expenditure with a surplus of R6 million.

## Cash flow management

The annual cash flow plan with a projected surplus was submitted to both audit and finance committees in March 2016. The revised cash flow together with financial management reports were submitted to the Finance and Audit Committees throughout the year. The cash flow plan was closely monitored and compared with the actual cash flow results.

## Investment strategy and investment

The university has adopted a risk avoidance approach with regard to investments and invests its funds in fixed term deposits. This approach ensures that Univen will not lose capital and will earn reasonable returns. The university also invests in a higher income fund from Investec. The return on this investment is on average 2% higher than that of a fixed term investment.

An amount of R37 million has been invested to test the fund. The investments are spread among the large banks in South Africa with a small portion invested with the local VBS Bank. The 2016 increase in Univen investment is due to funds received for grants and increase in the university's own investment.

Investments	2012 R 'm	2013 R 'm	2014 R 'm	2015 R 'm	2016 R 'm
Univen	368	334	328	111	221
Infrastructure	123	210	278	334	260
National Research Foundation	10	11	11	12	13
Efficiency	21	22	23	24	0.5
Ngap	-	-	-	-	15
<b>Total</b>	<b>522</b>	<b>577</b>	<b>640</b>	<b>482</b>	<b>510</b>

## Managing debtors

The government has made a commitment to assist universities with additional funding through the National Student Financial Aid Scheme and Missing Middle initiatives. The university has also received some funding from government SETA's which had a positive impact on outstanding student fees.

Univen communicates on a quarterly basis with students to inform them of their outstanding balances to ensure that they are aware of what they owe the university. Univen has continuously engaged with sponsors and the National Student Financial Aid Scheme to ensure that all student fees are paid within a reasonable period. Monthly reconciliations are done and students with overdue accounts are blocked from the system.

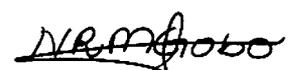
The university had outstanding annual tuition fees of R157 million on 31 December 2016 with R31 million from the 2015 financial year.

On 31 August 2016 Univen handed over the outstanding balances for the previous period to the debt collecting company.

Year	Outstanding debtors Rm	Student fees Rm	Percentage increase
2012	17	58	27%
2013	22	78	5.2%
2014	26	107	37.7%
2015	73	135	26.1%
2016	41	157	13.6%

## Third stream income generation

Net profit from the Univen Income Innovative Growth Company and Foundation and Research increased by 3% compared to the previous financial year. The growth company has identified opportunities to increase its revenue in future. Increase in income from research outputs had a positive impact on the sustainability of the university.



**NR Mgobo**  
Director:  
Finance



**MP Molapo**  
Chairperson:  
Finance Committee





# REPORT OF THE AUDIT AND RISK COMMITTEE

## Audit and Risk Committee charter

The Audit and Risk Committee adopted a formal charter that has been approved by the University Council. The committee conducted its affairs in compliance with this charter and has discharged to a substantial extent its responsibilities contained in the charter.

The Audit Committee assists Council in fulfilling its oversight responsibilities in regard to financial reporting, internal control and management of financial risks, the audit process and the university's process for monitoring compliance with laws and regulations and its own code of ethics.

## Audit Committee members and attendance at meetings

The committee consists of six independent members with the requisite skills and experience to serve on the committee and meets at least four times per year as required by the committee charter.

The Vice Chancellor and Principal, Registrar, Deputy Vice Chancellors Academic and Operations are ex-officio members.

The Director Finance, Information Technology, Legal Services, Human Resource, internal and external auditor attend meetings by invitation as resource personnel.

During the year under review the committee hosted seven meetings, including two joint Audit and Finance Committee meetings.

## Roles and responsibilities

The Audit and Risk Committee assists Council in fulfilling its oversight responsibilities for the financial reporting process, the system of internal control, governance process, risk management, the audit process, and the university's process for monitoring compliance with laws and regulations and the code of conduct.

## External auditors

The committee has satisfied itself that the external auditor, SizweNtsaluba-Gobodo Inc., is independent of the university, which includes consideration of compliance with criteria relating to independence or conflicts of interest as prescribed by the Independent Regulatory Board for Auditors.

The Committee, in consultation with executive management, agreed to the engagement letter terms, audit plan and budgeted audit fees for the 2016 financial year.

The committee recommended, for approval by Council, SizweNtsaluba-Gobodo Inc. as the external auditor for the 2016 financial year. It has further satisfied itself that the audit firm is accredited with the Independent Regulatory Board for Auditors.



## Internal Financial Control

In addition to the report on internal operational structures and controls set out in this annual report, we have reviewed and discussed the formal reports submitted by the university's internal auditors.

Based on these reports and the limited internal control checks carried out as part of their statutory audit by the external auditors during the 2016 financial year and, in addition, considering information and explanations given by management, the committee is of the opinion that the university's system of internal financial controls was effective.

It also forms a basis for the preparation of reliable financial statements, except for those identified in the report of external auditors.

## Financial statements (including accounting practices)

The committee has reviewed the financial statements of the university and its subsidiaries and is satisfied that they comply with International Financial Reporting Standards and the regulation for reporting by a public higher education institution.

## Expertise and experience of the finance function

The finance function is resourced and is currently going under review to ascertain if it is still adequate.

## Internal Audit

The committee has considered and approved the internal audit plan for the 2016 financial year.

The internal audit function is responsible for reviewing and providing assurance on the adequacy and effectiveness of the internal control environment. The head of internal audit is responsible for reporting the findings of the internal audit work against the agreed internal audit plan to the committee on a regular basis.

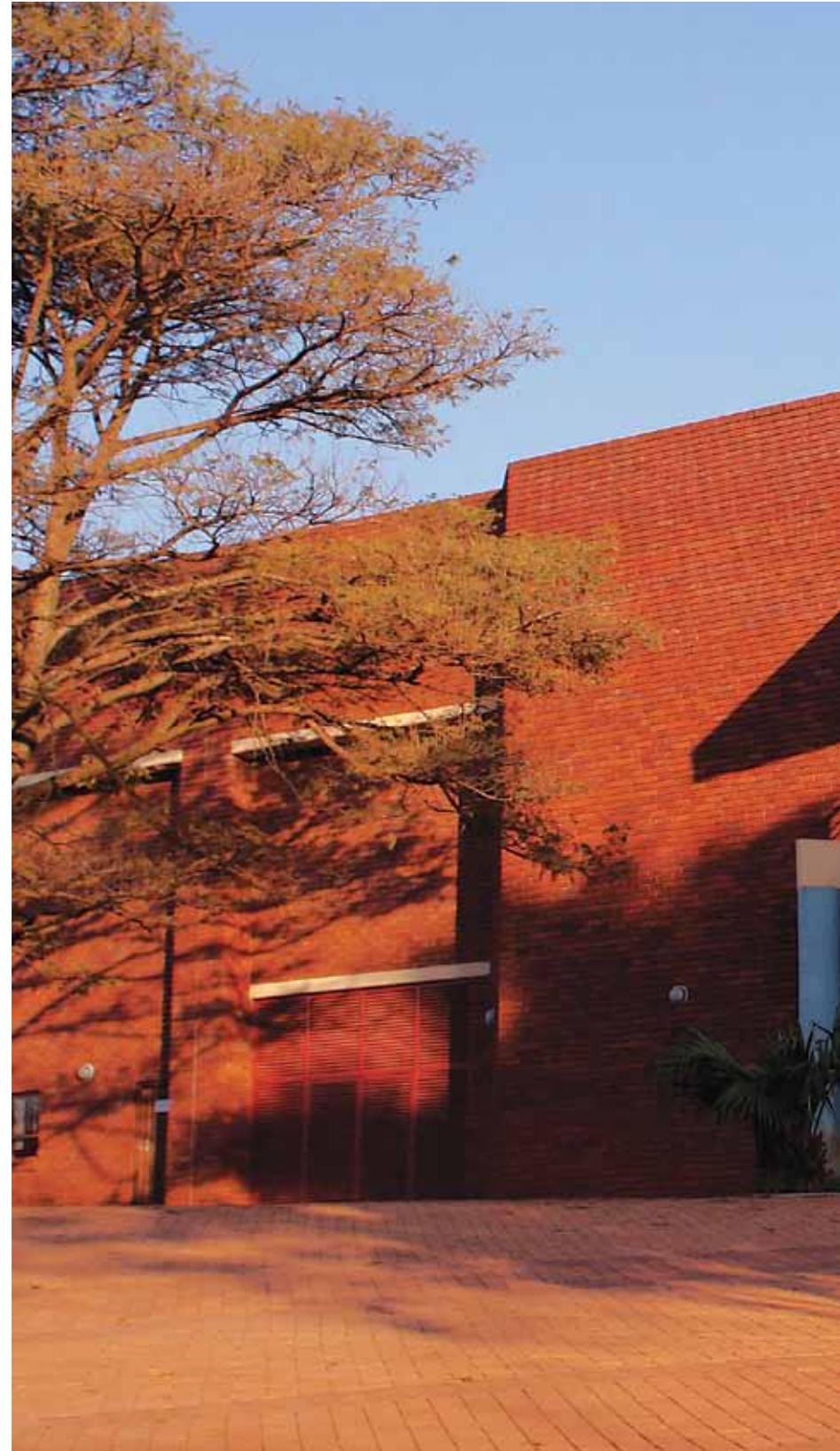
The head of internal audit has direct access to the committee.

## Recommendation of the annual report for approval by Council

The committee recommends the 2016 annual report for approval by the Council.



**JM Seoloane**  
Chairperson: Audit and Risk Committee





# CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

for the year ended 31 December 2016

## Officers and members of Council

1. Mr Serobi Maja  
Chairperson of Council
2. Mr Thovhele MPK Tshivhase  
Deputy Chairperson of Council
3. Prof PA Mbatl  
Vice Chancellor and Principal
4. Prof JE Crafford  
Deputy Vice Chancellor (Academic)
5. Dr JJ Zaaiman  
Deputy Vice Chancellor (Operations) –  
retired 31 October 2016
6. Ms ST Baloyi
7. Prof VO Netshandama
8. Mr ME Selomo
9. Mr MP Molapo
10. Ms KS Makgoka
11. Mr KR Madzhe
12. Mrs SE Mabusela
13. Prof KG Setswe
14. Mr LL Ndou
15. Dr NB Nthambeleni
16. Prof CM Nherera
17. Dr LJ Phahlamohlaka
18. Mr JM Seoloane
19. Ms NG Mahosi
20. Prof MN Phaswana-Mafuya
21. Prof GRA Mchau
22. Mr NA Mutoti
23. Mr BL Makhado
24. Mr RC Chhagan
25. Mr KK Maimela
26. Mr ML Mashego
27. Mrs MG Maluleke
28. Mr KC Razwiedani
29. Ms MC Nthulane
30. Mr S Ramalwa

## Council's responsibility statement

The Council is responsible for the preparation and fair presentation of the consolidated financial statements. These comprise the consolidated statement of financial position as at 31 December 2016, consolidated statement of comprehensive income, consolidated statement of changes in funds and consolidated statement of cash flows for the year then ended. It also includes the notes to the consolidated financial statements, which include a summary of significant accounting policies and other explanatory notes, in accordance with International Financial Reporting Standards ("IFRS") and the requirements of the Minister of Higher Education and Training, as prescribed by section 41 of the Higher Education Act, 1997 (Act No. 101 of 1997), as amended.

The Council's responsibility includes designing, implementing and maintaining internal control relevant to the preparation and fair presentation of these consolidated financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

The Council's responsibility also includes maintaining adequate accounting records and an effective system of risk management as well as the preparation of the supplementary schedules included in these consolidated financial statements.

The auditor is responsible for reporting on whether the financial statements are fairly presented in accordance with the applicable financial reporting framework.

Approval of the financial statements

The consolidated financial statements were approved by the Council on 29 July 2017 and are signed on its behalf by:



**Serobi Maja**  
*Chairperson of Council*



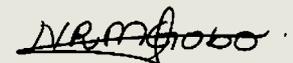
**Prof PA Mbatl**  
*Vice Chancellor and Principal*



**MP Molapo**  
*Chair: Finance Committee*



**JM Seoloane**  
*Chair: Audit Committee*



**NR Mgobo**  
*Director: Finance*

# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

for the year ended 31 December 2016

	Notes	2016 R'000	2015 R'000
<b>ASSETS</b>			
<b>Non-current assets</b>			
Property, plant and equipment	5	1 795 311	1 619 260
Investments	6	38 658	35 440
Trade and other receivables	7	-	1 638
		1 833 969	1 656 338
<b>Current assets</b>			
Investments	6	310 133	446 429
Trade and other receivables	7	198 376	207 156
Inventory	8	1 888	3 112
Cash and cash equivalents	9	242 621	98 851
Non-current assets held for sale	10	3 586	-
		756 604	755 548
<b>TOTAL ASSETS</b>		<b>2 590 573</b>	<b>2 411 886</b>
<b>EQUITY AND LIABILITIES</b>			
<b>Funds and reserves</b>			
Assets revaluation reserve	11.1	619 411	628 685
Restricted funds	11.2	207 146	196 095
Unrestricted funds	11.3	446 380	450 638
		1 272 937	1 275 418
<b>Non-current liabilities</b>			
Borrowings	12	127 105	-
Finance lease	13	137	1207
Post-retirement medical obligation	14	68 602	64 016
Leave obligation	15	13 229	11 690
Long service awards	16	1 974	2 351
Deferred revenue	17	821 233	802 591
		1 032 280	881 855
<b>Current liabilities</b>			
Borrowings	12	7 895	-
Finance lease liability	13	243	3 876
Post-retirement medical obligation	14	1 679	1 512
Leave obligation	15	3 659	3 416
Long service award obligation	16	315	190
Deferred revenue	17	131 806	140 461
Trade and other payables	18	135 215	102 394
Provisions	19	4 544	2 764
		285 356	254 613
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>2 590 573</b>	<b>2 411 886</b>

# CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

for the year ended 31 December 2016

	Notes	Council controlled Unrestricted	Specifically funded activities Restricted	Sub-total 2016	Student and staff accom- modation Unrestricted	Total 2016	Total 2015
		R'000	R'000	R'000	R'000	R'000	R'000
<b>TOTAL INCOME</b>	<b>29.1</b>	<b>884 926</b>	<b>106 992</b>	<b>991 918</b>	<b>30 207</b>	<b>1 022 125</b>	<b>955 908</b>
State subsidies and grants	20	415 523	51 995	467 518	-	467 518	417 486
Tuition and other fee income	21	407 620	-	407 620	30 207	437 827	405 242
Income from contracts		54 063	54 997	109 060	-	109 060	117 298
For research	22	7 282	54 997	62 279	-	62 279	51 215
For other activities	23	46 781	-	46 781	-	46 781	66 083
Sales of goods and services	24	3 257	-	3 257	-	3 257	2 423
Private gifts and grants		4 463	-	4 463	-	4 463	13 459
<b>TOTAL EXPENDITURE</b>	<b>29.2</b>	<b>932 344</b>	<b>98 355</b>	<b>1 030 699</b>	<b>11 013</b>	<b>1 041 712</b>	<b>940 390</b>
Personnel costs	25	530 044	11 544	541 588	-	541 588	467 483
Academic professional		296 854	8 967	305 821	-	305 821	268 398
Other personnel		233 190	2 577	235 767	-	235 767	199 085
Other current operating expenses	26	345 957	86 811	432 768	11 013	443 781	425 470
Loss of disposal of PPE		-	-	-	-	-	5 758
Depreciation	5	39 889	-	39 889	-	39 889	38 081
Impairment	5	16 454	-	16 454	-	16 454	3598
<b>OPERATING SURPLUS FOR THE YEAR</b>		<b>(47 418)</b>	<b>8 637</b>	<b>(38 781)</b>	<b>19 194</b>	<b>(19 587)</b>	<b>15 518</b>
<b>Investment income</b>		<b>29 600</b>	<b>-</b>	<b>29 600</b>	<b>-</b>	<b>29 600</b>	<b>26 714</b>
Interest from investments	27	29 600	-	29 600	-	29 600	26 714
Finance cost		(8 051)	-	(8 051)	-	(8 051)	(7 792)
Finance costs	28	(8 051)	-	(8 051)	-	(8 051)	(7 792)
<b>SURPLUS FOR THE YEAR</b>		<b>(25 869)</b>	<b>8 637</b>	<b>(17 232)</b>	<b>19 194</b>	<b>1 962</b>	<b>34 439</b>
<b>Other comprehensive income</b>		<b>( 6 394)</b>		<b>( 6 394)</b>		<b>( 6 394)</b>	<b>38 830</b>
Actuarial gain/(loss) on post-retirement obligations		3 722	-	3 722	-	3 722	(445)
Change in accounting estimate		-	-	-	-	-	56 338
Impairment of previously revalued buildings		(6 817)	-	(6 817)	-	(6 817)	(13 956)
Actuarial loss on leave obligations		(3 360)	-	(3 360)	-	(3 360)	(3 258)
Actuarial gain on long service awards		61	-	61	-	61	151
<b>COMPREHENSIVE INCOME FOR THE YEAR</b>		<b>(32 263)</b>	<b>8 637</b>	<b>(23 626)</b>	<b>19 194</b>	<b>(4 432)</b>	<b>73 269</b>

# CONSOLIDATED STATEMENT OF CHANGES IN FUNDS

for the year ended 31 December 2016

	Restricted use funds	Unrestricted use funds	Asset revaluation reserve	Total
	R'000	R'000	R'000	R'000
<b>2015</b>				
<b>Balance as at 31 December 2014</b>	<b>165 944</b>	<b>548 403</b>	<b>660 193</b>	<b>1 374 540</b>
Prior year error	-	(173 952)	(15 095)	(189 047)
<b>Restated balance as at 1 January 2015</b>	<b>165 944</b>	<b>374 451</b>	<b>645 098</b>	<b>1 185 493</b>
Transfer from revaluation reserve	-	2 457	(2 457)	-
Surplus for the period	30 151	4 288	-	34 439
Impairment of previously revalued buildings	-	-	(13 956)	(13 956)
Other comprehensive Income	-	69 442	-	69 442
<b>Balance as at 31 December 2015</b>	<b>196 095</b>	<b>450 638</b>	<b>628 685</b>	<b>1 275 418</b>
<b>2016</b>				
<b>Balance as at 31 December 2015</b>	<b>196 095</b>	<b>450 638</b>	<b>628 685</b>	<b>1 275 418</b>
Reclassifications	2 414	(463)	-	1 951
<b>Restated balance as at 1 January 2016</b>	<b>198 509</b>	<b>450 175</b>	<b>628 685</b>	<b>1 277 369</b>
Transfer from revaluation reserve	-	2 457	(2 457)	-
Surplus/(loss) for the period	8 637	(6 676)	-	1 961
Impairment of previously revalued buildings	-	6 817	(6 817)	-
Other comprehensive income	-	(6 394)	-	(6 394)
<b>Balance as at 31 December 2016</b>	<b>207 146</b>	<b>446 380</b>	<b>619 411</b>	<b>1 272 937</b>

# CONSOLIDATED STATEMENT OF CASH FLOW

for the year ended 31 December 2016

	Notes	2016 R'000	2015 R'000
<b>Cash flows from operating activities</b>			
Cash generated from operations	31	(40 329)	(89 098)
Finance cost	26	-	(1 721)
<b>Net cash generated from operations</b>		<b>(40 329)</b>	<b>(90 819)</b>
<b>Cash flows from investing activities</b>			
Acquisition of property plant and equipment	5	(242 825)	(174 045)
Investment received / (made)	6	136 299	(16 579)
Investment in associates	5	(1 000)	-
Investment income	27	26 453	20 219
<b>Net cash used in investing activities</b>		<b>(81 073)</b>	<b>(170 405)</b>
<b>Cash flows from financing activities</b>			
Increase in deferred income	17	130 450	125 899
Repayment of finance lease	13	(278)	(3 881)
Increase in long term liabilities	12	135 000	-
<b>Net cash generated from financing activities</b>		<b>265 172</b>	<b>122 018</b>
Increase/ (decrease) in cash and cash equivalents		143 770	(139 206)
Cash and cash equivalents at beginning of year		98 851	238 057
<b>Cash and cash equivalents at end of year</b>	<b>9</b>	<b>242 621</b>	<b>98 851</b>

# NOTES TO THE CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

for the year ended 31 December 2016

## 1. GENERAL INFORMATION

The University of Venda is a South African comprehensive rural based university, located in University Rd, Thohoyandou in Limpopo. The University of Venda has one Campus in Thohoyandou. The university as an educational institution is primarily involved in tuition, research and community service in South Africa and beyond. Univen has two 100% owned subsidiaries – the University of Venda Foundation and the Univen Innovative Growth Company.

## 2. APPLICATION OF NEW AND REVISED INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS)

### 2.1 New and revised IFRSs issued but not yet effective

These new standards and amendments to existing standards have been published and are applicable for future accounting periods but have not been adopted earlier by the university. The university is currently in the process of evaluating the detailed requirements of the these amendments to assess the possible impact on the university's financial statements:

Standard	Details	Effective date
IAS 7	Statement of cash flows	1 January 2017
IAS 27	Separate financial statements	1 January 2017
IAS 28	Investment in associates and joint ventures	1 January 2018
IAS 40	Investment property	1 January 2018
IFRS 1	Annual improvements 2014-2016 cycle	1 January 2017
IFRS 2	Share-based payments	1 January 2018
IFRS 9	Financial instruments	1 January 2018
IFRS 9 with IFRS 4	Financial instruments and insurance contract	1 January 2018
IFRS 12	Disclosure of interests in other entities	1 January 2017
IFRS 15	Revenue from contracts with customers	1 January 2017

### 2.2 Amendments to published standards that are effective in the current year

In the current year, the university has applied a number of amend-ments to IFRSs issued by the International Accounting Standards Board (IASB) that are effective for an accounting period that begins on or after 1 January 2016.

#### **Amendments to IAS 1 Presentation of Financial Statements: Materiality, disaggregation and subtotals**

The amendment clarifies that an entity should not aggregate or disaggregate information in a manner that obscures useful information, for example, by aggregating items that have different characteristics or disclosing a large amount of immaterial detail. It further clarifies that it may be necessary to disaggregate some of the line items specified in IAS 1 where it is relevant to an understanding of the entity's financial position or performance.

#### **Amendment to IAS 16 and IAS 38 Property, Plant and Equipment and Intangible Assets: Acceptable method of depreciation and amortisation**

The amendment to IAS 16 clarifies that depreciation of an item of property, plant and equipment based on revenue generated by using the asset is not appropriate, while the amendment to IAS 38 establishes a rebuttable presumption that amortisation of an intangible asset based on revenue generated by using the

asset is inappropriate. The presumption may only be rebutted in certain limited circumstances.

#### **Amendments to IAS 16 and IAS 41 Property, Plant and Equipment and Agriculture**

The amendment outlines that bearer plants should be accounted for in the same way as property, plant and equipment in IAS 16 Property, Plant and Equipment, because their operation is similar to that of manufacturing since they only produce products for a certain period. Consequently, the amendments include them within the scope of IAS 16, instead of IAS 41. The produce growing on bearer plants will remain within the scope of IAS 41.

#### **Amendments to IAS 19 Employee Benefits**

The amendment clarifies that in determining discount rates for post-employment benefit plans, emphasis is placed on the currency that the liabilities are denominated in and not the country where they arise.

#### **Amendment to IAS 34 Interim Financial Reporting**

Annual Improvements 2012-2014 Cycle: Clarification of the meaning of disclosure of information 'elsewhere in the interim financial report'.

#### **Amendment to IFRS 5 non-current assets held for sale**

The amendment clarifies that when an asset is reclassified from 'held for sale' to 'held for distribution' or vice versa, this does not result in a change to a plan of sale. It further expands on guidance that a change to a plan of sale should be applied to an asset that ceases to be held for sale but is not reclassified as held for distribution.

#### **Amendment to IFRS 7 Financial Instruments: Disclosure**

The amendment requires disclosure of all types of continuing involvement in transferred assets. It further provides guidance on what "continuing involvement" means.

#### **Amendment to IFRS 10, IFRS 12 and IAS 28 Consolidated Financial Statements and Investments in Associates**

##### **Applying the consolidation exemption**

The amendment clarifies that the exemption from preparing consolidated financial statements is available to intermediate parent entities that are subsidiaries of investment entities.

##### **Subsidiaries, which act as an extension of an investment entity**

The amendment clarifies that an investment entity should consolidate a subsidiary, which is not an investment entity and whose main purpose and activity is to provide services in support of the investment entity's investment activities.

##### **Equity accounting for investments in associates and joint ventures**

The amendment allows entities, which are not investment entities, but have an interest in an associate or joint venture, which is an investment entity, a policy choice when applying the equity method of accounting. The entities may choose to retain the fair value measurement applied by the investment entities or to perform a consolidation at the level of the investment entities.

##### **Sale or contribution of assets between an investor and its associate or joint venture**

The amendment clarifies the treatment of the sale or contribution of assets from an investor to its associate or joint venture by requiring (a) full recognition of gains and losses arising on the sale or contribution of assets that constitute a business, and (b) partial recognition of gains and losses where the assets do not constitute a business, i.e. a gain or loss is recognised only to the extent of the unrelated investors' interests in that associate or joint venture.

### **IFRIC Interpretation 22—Foreign Currency Transactions and Advance Consideration**

IFRIC 22 provides requirements about which exchange rate to use in reporting foreign currency transactions (such as revenue transactions) when payment is made or received in advance. The Interpretations Committee received a question about which exchange rate to use when reporting transactions that are denominated in a foreign currency in accordance with IAS 21. The Effects of Changes in Foreign Exchange Rates, in the circumstance in which a customer paid for goods or services in advance. IAS 21 sets out requirements about which exchange rate to use when recording a foreign currency transaction on initial recognition in an entity's functional currency.

IAS 21 does not, however, address how to determine the exchange rate for the recognition of revenue when an entity has received advance consideration in a foreign currency. The Interpretations Committee identified diversity in practice in the exchange rate used when consideration is received or paid in advance of the recognition of the related asset, expense or income.

The Interpretations Committee observed that the receipt or payment of advance consideration in a foreign currency is not restricted to revenue transactions. Accordingly, to address the question received and the wider scope of transactions that include the receipt or payment of advance consideration in a foreign currency, the Interpretations Committee developed IFRIC 22.

The application of these amendments has no material impact on the disclosure or the amounts recognised in the university's consolidated financial statements.

## **3. SIGNIFICANT ACCOUNTING POLICIES**

The accounting policies set out below were applied consistently to all periods presented in these financial statements, unless otherwise stated.

### **3.1 Statement of compliance**

The financial statements of the University of Venda are prepared in accordance with International Financial Reporting Standards ("IFRS") as prescribed by the Minister of Higher Education and Training in terms of the Higher Education Act no 101 of 1997, as amended. The financial statements of the University of Venda are also prepared in accordance with the SAICA Financial Reporting Guides as issued by the Accounting Practices Committee and Financial Reporting Pronouncements as issued by the Financial Reporting Standards Council.

### **3.2 Basis of measurement**

The financial statements have been prepared on the historical cost basis except for the financial instruments at fair value through profit or loss and land and buildings – measured at fair values, at the end of the reporting period, as explained in the accounting policies below. Historical cost is generally based on the fair value of consideration given in exchange for goods and services. Fair value is the price that would be received to sell assets or paid to transfer liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique.

#### **Functional currency**

The financial statements are presented in South African Rand, which is the university's functional currency, rounded to the nearest thousand.

### **3.3 Unrestricted council controlled funds**

The unrestricted fund reflects the university's subsidised activities and includes the tuition fees. Additions to these funds mainly comprise formula-subsidy, tuition fees and the sales and services of educational activities, as well as transfers from other funds to finance expenditure.

### **3.4 Specifically funded activities restricted (education and general)**

These funds may be used only for the purposes that have been specified in legally binding terms by the provider of such funds or by another legally empowered person. Council retains an oversight role in regard to ensuring that expenditure is in accordance with the mandate received from funders.

### **3.5 Asset revaluation reserve**

This reserve relates to the revaluation of property, plant and equipment. The surplus arising from the revaluation of property, plant and equipment is

transferred to retained earnings as the asset is used by the university. The amount of the surplus transferred would be the difference between depreciation based on the revalued carrying amount of the asset and depreciation based on the asset's original cost. Transfers from revaluation surplus to retained earnings are not made through surplus or deficit.

### **3.6 Property, plant and equipment Recognition and measurement**

Assets are recognised on purchase and when it is probable that the future economic benefits associated with the assets will flow to the university and the cost of the asset can be reliably measured. Item of property, plant and equipment shall be measured at its cost at initial recognition. The cost of the asset is an amount of cash paid or fair value of the other consideration given to acquire an asset at acquisition including all cost involved in acquiring the asset.

Land and buildings comprise mainly lecture halls and facilities, student residences and administrative offices. Other items of property, plant and equipment are stated at historical cost less accumulated depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Assets held under finance leases are depreciated over their expected useful lives on the same basis as owned assets. However, when there is no reasonable certainty that ownership will be obtained by the end of the lease term, the assets are depreciated over the shorter of the lease term and useful life. Property, plant and equipment items are capitalised if the life expectancy of an item is more than one year and the cost exceeds R5 000. Property, plant and equipment acquired by means of donations are recorded at fair value at the date of the donation.

#### **Subsequent measurement**

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

Work in progress includes all expenditure that is directly attributable to the construction of property plant and equipment, until the construction is completed and the certificate is issued.

Work in progress is capitalised during the construction and only depreciated once the building is available for occupation. Properties in the course of construction are carried at cost, less any recognised impairment loss. Land and buildings are stated in the statement of financial position at revalued amounts, being the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

#### **Revaluation**

Land and buildings are revalued by independent professional valuers every three years. Revaluations are carried out with sufficient regularity such that the carrying amounts do not differ materially from those that would have been determined using fair values at the end of each reporting period. When assets are revalued, any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset. The net amount is then restated to the revalued amount of the asset.

Any revaluation increase arising on the revaluation of such land and buildings is recognised in other comprehensive income and accumulated in equity, except to the extent that it reverses a revaluation decrease previously recognised in surplus or deficit. In such a case the increase is credited to surplus or deficit to the extent of the decrease previously expensed. A decrease in the carrying amount arising on the revaluation of such land and buildings is recognised in surplus or deficit to the extent that it exceeds the balance, if any, held in the revaluation reserve relating to that asset.

#### **Depreciation**

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost or revalued amounts to their residual values over their estimated useful lives.

The estimated useful life, residual value and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in accounting estimate accounted for on a prospective basis. Depreciation is charged to surplus or deficit for the period. The depreciation rates are:

Buildings	10 - 100 years
Roads, street, walkways and parking	15 years
Motor vehicles	4 - 5 years
Computer equipment	3 - 5 years
Furniture, fittings and office equipment	5 - 10 years
Roofing lifts and air conditioners	10 - 20 years
Other equipment	3 - 20 years

The asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

#### **De-recognition**

The carrying amount of an item of property, plant and equipment is derecognised:

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

On disposal of an item of property, plant and equipment, any amount in revaluation reserve relating to that asset is transferred to retained profits directly.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised within surplus or deficit in the statement of comprehensive income.

### **3.7 Impairment of non-financial assets**

#### **Recognition and measurement**

An impairment loss is the amount by which the carrying amount of an asset exceeds its recoverable amount. At the end of each reporting date, the university reviews the carrying amount of its tangible assets to determine whether there is an indication that those assets have suffered an impairment loss. If such indicators exist, the recoverable amount of the individual assets is estimated to determine the extent of impairment loss. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units).

The impairment loss is recognised in profit or loss unless the asset is carried at revalued amount in accordance with IAS 16. When impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimates of the recoverable amount. However, the increased carrying amount should not exceed the carrying amount that would have been determined had no impairment loss been recognised for asset in the prior period. Any impairment loss of a revalued asset is treated as a revaluation decrease in accordance with IAS 16.

#### **Calculation of recoverable amount**

The recoverable amount of assets is the greater of their fair value in use and their fair value less cost to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate. This rate reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

### **3.8 Financial instruments**

#### **Recognition and measurement**

Non-derivative financial instruments comprise investments in equity and debt securities, trade and other receivables, cash and cash equivalents, loans and

borrowings and trade and other payables. Financial assets and financial liabilities are recognised when the university entity becomes a party to the contractual provisions of the instruments.

Regular purchases and sales of financial assets are recognised on the trade date - the date on which the university commits to purchase or sell the asset. Financial assets are initially recognised at fair value plus transaction costs for all financial assets, except for financial assets at fair value through profit or loss. Financial assets carried at fair value through profit or loss are initially recognised at fair value, and transaction costs are expensed in the statement of comprehensive income.

Gains or losses arising from changes in the fair value of the 'financial assets at fair value through profit or loss' category are presented in the statement of comprehensive income within 'Investment income' in the period in which they arise.

Dividend income from financial assets at fair value through profit or loss is recognised in the statement of comprehensive income as part of other income when the university's right to receive payments is established. Non-derivative financial instruments are recognised initially at fair value plus, for instruments not at fair value through profit or loss, directly attributable transaction costs, and for financial instruments through profit or loss, excluding attributable costs. Subsequent to initial recognition, non-derivative financial instruments are measured as described below.

#### **3.8.1 Financial assets**

##### **Classification**

The university classifies its financial assets in these categories:

- Loans and receivables
- Held-to-maturity financial assets and
- Designated at fair value through profit and loss.

The classification depends on the nature and purpose of the financial assets and management determines the classification of its financial assets at initial recognition.

##### **(a) Loans and receivables**

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the end of the reporting period. These are classified as non-current assets.

The university's loans and receivables comprise 'trade and other receivables', 'other receivables' and 'cash and cash equivalents' in the statement of comprehensive income.

##### **(i) Trade and other receivables**

Trade receivables are amounts due from students for services rendered in the ordinary course of business. If collection is expected within one year or less (or in the normal operating cycle of the business if longer), they are classified as current assets. Trade receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less impairment losses.

##### **(ii) Other receivables**

Other receivables may include items like other sundry receivables. Other receivables are subsequently classified as loans and receivables and measured at amortised cost using the effective interest method less any impairment losses.

##### **(iii) Cash and cash equivalents**

Cash and cash equivalents include cash on hand, deposits held on call with banks and other short-term highly liquid investments with original maturities of three months or less.

### (b) **Held-to-maturity financial assets**

Held-to-maturity financial assets are non-derivative financial assets with fixed or determinable payments and fixed maturity that management has the positive intention and ability to hold to maturity. Investments that meet the criteria for classification as held-to-maturity financial assets are carried at amortised cost using the effective interest method less any impairment losses. The university held-to-maturity financial assets consist of fixed deposit and short-term call accounts.

If the university were to sell other than an insignificant amount of held-to-maturity financial assets, the whole category would be tainted and reclassified as available-for-sale. Held-to-maturity financial assets are included in non-current assets, except for those with maturities less than 12 months from the end of the reporting period, which are classified as current assets.

### (c) **Designated at fair value through profit and loss**

An instrument is classified as at fair value through profit or loss if it is designated as such upon initial recognition. Financial instruments are designated at fair value through profit or loss if the university manages such investments and makes purchase and sale decisions based on their fair value in accordance with the university's documented risk policy.

Financial instruments at fair value through profit or loss are measured at fair value and changes are recognised in profit or loss. Fair value movement recognised in profit or loss excludes interest and dividends. Designated at fair value through profit and loss consists of equity securities.

### **De-recognition**

Financial assets are derecognised when the rights to receive cash flows from the assets have expired or have been transferred and the university has transferred substantially all risks and rewards of ownership.

### **3.8.2 Financial liabilities**

On de-recognition of financial assets in its entirety, the difference between the asset's carrying amount and the sum of consideration received and receivable and the cumulative gain and losses that had been recognised in other comprehensive income and accumulated in equity, is recognised in profit or loss.

Debts of the university are classified as financial liabilities in accordance with the substance of the contractual arrangements and the definition of financial liability. Financial liabilities are classified as other financial liabilities. Other financial liabilities of the university are trade and other payables and borrowings.

#### (a) **Trade and other payables**

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). If not, they are presented as non-current liabilities. Trade payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

#### (b) **Borrowings**

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently carried at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the statement of comprehensive income over the period of the borrowings using the effective interest method. Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a pre-payment for liquidity services and amortised over the period of the facility to which it relates.

### **3.9 Impairment of financial assets**

The university assesses at the end of each reporting period whether there is objective evidence that a financial asset or group of financial assets is impaired. A financial asset or group of financial assets is impaired and impairment

losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event'). That loss event (or events) must have an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

The criteria that the university uses to determine that there is objective evidence of an impairment loss include:

- i) Significant financial difficulty of the issue or obligor;
- ii) A breach of contract, such as a default or delinquency in interest or principal payments;
- iii) The university, for economic or legal reasons relating to the borrower's financial difficulty, granting to the borrower a concession that the lender would not otherwise consider;
- iv) It becomes probable that the borrower will enter bankruptcy or other financial reorganisation;
- v) The disappearance of an active market for that financial asset because of financial difficulties; or
- vi) Observable data indicating that there is a measurable decrease in the estimated future cash flows from a portfolio of financial assets since the initial recognition of those assets, although the decrease cannot yet be identified with the individual financial assets in the portfolio. These include:
  - Adverse changes in the payment status of borrowers in the portfolio; and
  - National or local economic conditions that correlate with defaults on the assets in the portfolio.

The university first assesses whether objective evidence of impairment exists.

The carrying amount of the asset is reduced through the use of an allowance account. The amount of the loss is recognised in the statement of comprehensive income within other operating costs. When a receivable is uncollectible, it is written off against the allowance account for such receivables. The asset's carrying amount is reduced and the amount of the loss is recognised in the statement of comprehensive income. If a loan or held-to-maturity investment has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract. As a practical expedient, the university may measure impairment on the basis of an instrument's fair value using an observable market price.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised (such as an improvement in the debtor's credit rating), the reversal of the previously recognised impairment loss is recognised in the statement of comprehensive income.

### **3.10 Inventories**

Inventories are stated at the lower of cost and net realisable value. The cost of inventories comprises all costs of purchase, conversion and other costs incurred in bringing the inventories to their present location and condition. Cost is determined using the weighted average method. Obsolete, redundant and slow moving inventories are identified on a regular basis and are written down to their estimated net realisable values. Net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling expenses.

Inventory consists of trading stock for the bookshop, consumables, promotional items, stationary and workshop goods (such as building materials) which will be utilised within the respective training courses presented by the university. These consumables are expensed as and when incurred.

### **3.11 Employee benefits**

#### **3.11.1 Post-retirement medical benefits**

The university provides post-retirement medical benefits to its retirees. The entitlement to these benefits is usually based on the employee remaining in service up to retirement age and the completion of a minimum service period.

The post-retirement benefits obligation is unfunded. As such, the expected costs of these benefits are accrued over the period of employment, using an accounting methodology similar to that for defined benefit pension plans.

The post-retirement benefits obligation is determined by an actuarial valuation at the end of each annual reporting period. Current service costs and interest costs are recognised immediately in surplus or deficit. Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period in which they arise.

### **3.11.2 Privately administered fund**

The university contributes to a defined contribution scheme (provident fund). A defined contribution plan is a pension plan under which the university pays fixed contributions into a separate entity. The university has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods. The contributions are recognised as employee benefit expense when they are due.

Past-service costs are recognised immediately in the statement of comprehensive income, unless the changes to the pension plan are conditional on the employees remaining in service for a specified period (the vesting period). In this case, the past-service costs are amortised on a straight-line basis over the vesting period.

### **3.11.3 Leave obligation**

University staff are allowed to accumulate up to 20 days leave that is payable upon resignation, death or retirement. Leave is only encashed when an employee resigns, retire or die in service. As a result, it is not possible to estimate the anticipated repayment periods. The leave obligation is determined by an actuarial valuation at the end of each annual reporting period. Current service and interest costs are recognised immediately in profit or loss. Actuarial gains/losses are recognised in other comprehensive income in the period in which they occur.

### **3.11.4 Long service award obligation**

The university awards long service payments to qualifying staff as predetermined milestones are reached. The actuarially determined liability which is reduced by the provision made by the university was valued at 31 December 2016 and accounted for in 2016 for the first time. This obligation is funded from university reserves. Current service and interest costs are recognised immediately in profit or loss. Actuarial gains/losses are recognised in other comprehensive income in the period in which they occur.

## **3.12 Provisions**

Provisions are recognised when the university has a present legal or constructive obligation because of past events. It is probable that an outflow of resources will be required to settle the obligation and the amount has been reliably estimated. Provisions are not recognised for future operating losses. Provisions are measured at the present value of the expenditures 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 passage of time is recognised as interest expense.

## **3.13 Revenue**

### **3.13.1 Tuition and residence fees**

Tuition and residence fees are recognised as income at the fair value of the consideration received or receivable in the period to which they relate (academic year). Revenue from tuition and residence services is recognised fully in the year of registration. Deposits provided by prospective students are treated as current liabilities until the related fees become due to the university.

### **3.13.2 State appropriations: subsidies and grants**

Grants from the government are recognised at their fair value where there is a reasonable assurance that the grant will be received and the university will comply with all attached conditions.

The university follows the income approach whereby the grant is taken to income (over one or more periods, where relevant) and not the capital approach whereby the grant is credited directly to funds and reserves. Government grants relating to costs are deferred and recognised in the statement of comprehensive income over the period necessary to match them with the costs that they are intended to compensate.

Government grants relating to property, plant and equipment are included in

non-current liabilities as deferred government grants. They are credited to the statement of comprehensive income on a straight-line basis over the expected lives of the related assets. The portion of the grants that will be released to the statement of comprehensive income during the next 12 months are included in current liabilities.

### **3.13.3 Other grants, donation and bequests from non-government organisations or individuals / private grants**

#### **a) Grants with specific conditions**

Private gifts, grants and donations are recognised as income at the fair value of the consideration received or receivable in the period to which they relate. Any such income is recognised as income in the financial period when the university is entitled to use those funds. Therefore, funds that will not be used until some specified future period or occurrence are deferred to deferred income and released to the statement of comprehensive income as the university becomes entitled to the funds.

Grants received to compensate for expenses to be incurred are often prescriptive in nature and therefore are recognised over a certain period under the terms of the grant. Prescriptive grant income is recognised with reference to the stage of completion at the reporting date. If the stage of completion cannot be measured reliably, the recognition of this income is limited to the expenses incurred. The balance is recognised as deferred income in the statement of comprehensive income.

#### **b) Grants with no specific conditions**

Private gifts, grants and donations with no specific condition relation to either the expense it aims to compensate, period in which it needs to be spend, conditions to repay when certain conditions are not fulfilled, etc. but with stipulation that the grant should be used to compensate certain types of expenditure (e.g. bursaries, research (whether in general or within certain areas)) are recognised as income at the fair value of the consideration received or receivable in the period in which they are received or the university becomes entitled to it.

Any unspent portion of such a grant at the end of the financial year is transferred on the statement of change in funds to Restricted funds (separately from unrestricted funds / council controlled funds). When expenditure is incurred in following years, a transfer from these Restricted funds is made to Unrestricted funds / council controlled funds.

### **3.13.4 Interest income**

Interest income is recognised using the effective interest method taking account of the principal outstanding and the effective interest rate over the period to maturity, when it is determined that such income will accrue to the university. When a loan and receivable is impaired, the university reduces the carrying amount to its recoverable amount, being the estimated future cash flow discounted at the original effective interest rate of the instrument. It continues unwinding the discount as interest income. Interest income on impaired loans and receivables are recognised using the original effective interest rate.

### **3.13.5 Other sales and services**

Income derived from other sales and services (business unit income, project income and income from student support services) are recognised at the fair value in the period in which they accrue.

## **3.14 Leases**

### **3.14.1 Finance leases**

The university leases certain items of property, plant and equipment. These leases where the university has substantially all the risks and rewards of ownership of the underlying asset to the university are classified as finance leases.

The leased assets and the corresponding lease liabilities (net of finance charges) under finance leases are recognised on the reporting date as plant and equipment and borrowings respectively, at the inception of the leases based on the lower of the fair value of the leased assets. It is recognised at the present value of the minimum lease payments and depreciated over the shorter of the useful life of the asset and the lease term. Lease payments are allocated using the effective

interest rate method to determine the lease finance cost. It is charged against consolidated statement of comprehensive income over the lease period, to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

### 3.14.2 Operating expenses

The operating expenses are recorded when the expenses are incurred, not necessarily when they are paid. Expenses are generally incurred when the university receives goods or services.

### 3.15 Taxes

The university is exempted from tax in terms of section 10(1) (cN) of the Income Tax Act. Subsidiary entities are not exempt from tax and are liable for normal South African income tax.

### 3.16 Subsidiaries

Subsidiaries are all entities (including special purpose entities) that are controlled by the university. Control is achieved when the university:

- Has power over the investee;
- Is exposed or has a right, to variable returns from the involvement within the investee; and
- Has the ability to use its power to affect its returns.

The university reassesses whether or not it controls if facts or circumstances indicates that there are changes to one or more of three elements of control listed above. Consolidation of a subsidiary begins when the university obtains controls over the subsidiary and ceases when the university loses the control of subsidiary.

## 4 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTIES

The preparation of the financial statements requires management to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. This affects the application of policies and reported amounts of assets and liabilities as well as income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

### 4.1 Critical judgements in applying accounting policies

#### 4.1.1 Held to maturity financial assets

The council has reviewed the university's held to maturity assets in the light of its capital maintenance and liquidity requirements. It has confirmed the university's positive intention and ability to hold those assets to maturity. The carrying amount of the held to maturity financial assets is R347 617 000 (2015: R480 444 000). Details of these are set out in note 6.

#### 4.1.2 Discount rate used in actuarial valuations

The university's post-employment medical obligations, leave obligations and long service awards obligations are discounted at a rate set by reference to market yields at the end of the reporting period on high quality corporate bonds. Significant judgement is required when setting the criteria for bonds to be included in the population from which the yield curve is derived. The most significant criteria for bonds include the size of the corporate bonds, quality of the bonds and the identification of outliers which are excluded.

#### 4.1.3 Deferred revenue

The University of Venda recognises private grants received, to compensate for expenses incurred, as income. These grants are often subject to various requirements and therefore each grant is recognised over a certain period (specific to each grant) under the terms of the grant. In several instances, the contract's terms do not specifically determine that unspent amounts are refundable but the nature of the grants and historic experience necessitate the deferral of unspent amounts to deferred income. Income from grants received is therefore limited

to the expenses incurred and the balance is recognised as deferred grant income in the statement of comprehensive income in accordance with the prudence concept. Grants obtained, to reimburse expenses incurred, are analysed on a 'portfolio' basis by grouping similar grants together. The deferral of income therefore necessitates a degree of judgement by management.

The carrying amount for deferred revenue at 31 December 2016 is R953 039 000 (31 December 2015 R943 051 000).

### 4.2 Key sources of estimation uncertainty

The following are the key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period that may have a key risk of causing material adjustment to the carrying amounts of assets and liabilities within the next financial year:

#### 4.2.1 Impairment of receivables

Determining the impairment loss for trade and other receivables requires calculation of the present value of estimated cash flows discounted at the financial asset's original effective interest rate. Where the present value of future cash flows is less than the carrying amount, an impairment loss is recognised.

The carrying amount of trade and other receivables at 31 December 2016 was R198 376 000 (31 December 2015: R207 156 000) after an impairment loss of R31 809 000 was recognised in 2016 (2015: R13 198 000)

#### 4.2.2 Post-retirement medical obligation

The post-employment medical obligation is determined by an actuarial valuation at the end of the reporting period. The actuarial valuation involves assumptions and professional judgement by the actuary. Refer to note 14 for the detailed assumptions and amounts recognised for post-employment medical at 31 December 2016.

#### 4.2.3 Leave obligation

The leave obligation is determined by an actuarial valuation at the end of each reporting period. The actuarial valuation involves assumptions and professional judgement by the actuary. Refer to note 15 for the detailed assumptions and amounts recognised for the leave obligation at 31 December 2016.

#### 4.2.4 Long service award obligation

The long service award obligation is determined by an actuarial valuation at the end of each reporting period. The actuarial valuation involves assumptions and professional judgement by the actuary. Refer to note 16 for the detailed assumptions and amounts recognised for the long service award obligation at 31 December 2016.

#### 4.2.5 Useful lives of property, plant and equipment

As described in note 3.6 above, the university reviews the estimated useful lives of property, plant and equipment at the end of each reporting period. During the previous year, management determined that the useful lives of certain items of property, plant and equipment should be increased, due to an increase in expected useful lives. There were no changes on the revised useful life during the current financial year.

The financial effect of this reassessment, assuming the assets are held until the end of their revised estimated useful lives, is to increase the depreciation expense in the current financial year and for the next two years, by these amounts:

	2016 R'000
2017	4 819
2018	4 819

#### 4.2.6 Fair value measurements and valuations process

Some of the university's assets and liabilities are measured at fair value for financial reporting purposes. In estimating the fair value of an estimate or a liability, the university uses market-observable data to the extent it is available. Where level 1 inputs are not available, the university uses third party qualified valuers to perform the valuation. Information about the valuation techniques and inputs used to determine the fair value of various assets and liabilities are disclosed in note 39.4.

## 5. PROPERTY, PLANT AND EQUIPMENT

	Land and buildings at revalued amounts	Work in progress at cost	Office equipment at cost	Motor vehicles at cost	Computer equipment at cost	Other equipment at cost	Library books and journals at cost	Total
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
<b>At 1 January 2015</b>								
Restated opening carrying value	1 230 823	157 350	17 025	10 007	15 877	38 201	3 870	1 473 153
Additions	1 500	141 303	4 502	4 294	9 756	13 990	-	175 345
Disposals and write offs	(5 445)	(23 327)	(140)	(803)	(1 043)	(207)	-	(30 965)
Impairment <sup>1</sup>	(17 554)	-	-	-	-	-	-	(17 554)
Reclassification <sup>2</sup>	-	-	-	-	-	-	(3 870)	(3 870)
Transfers <sup>3</sup>	57 747	(74 878)	-	-	-	20 107	-	2 976
Depreciation	(17 095)	-	(1 477)	(1 772)	(5 098)	(12 639)	-	(38 081)
Change in accounting estimate	-	-	(4 845)	6 765	20 797	33 621	-	56 338
Accumulated depreciation on disposal	-	-	106	642	983	187	-	1 918
<b>Closing carrying value</b>	<b>1 249 976</b>	<b>200 448</b>	<b>15 171</b>	<b>19 133</b>	<b>41 272</b>	<b>93 260</b>	<b>-</b>	<b>1 619 260</b>
Cost/valuation	1 284 625	200 448	30 794	27 976	63 160	131 505	-	1 738 508
Accumulated depreciation	(34 649)	-	(15 623)	(8 843)	(21 888)	(38 245)	-	(119 248)
<b>As at 31 December 2015</b>	<b>1 249 976</b>	<b>200 448</b>	<b>15 171</b>	<b>19 133</b>	<b>41 272</b>	<b>93 260</b>	<b>-</b>	<b>1 619 260</b>
<b>As at 1 January 2016</b>								
Opening carrying value	1 249 976	200 448	15 171	19 133	41 272	93 260	-	1 619 260
Additions	56	229 654	1 529	1 222	1 573	8 791	-	242 825
Non-current assets held for sale	-	-	-	-	(4 593)	(2 295)	-	(6 888)
Impairment of assets	(2 938)	(13 515)	-	-	-	-	-	(16 453)
Transfers <sup>4</sup>	4 656	(4 656)	-	-	-	-	-	-
Impairment for assets previously valued	(6 817)	-	-	-	-	-	-	(6 817)
Depreciation	(17 911)	-	(1 563)	(1 930)	(4 791)	(13 694)	-	(39 889)
Accumulated depreciation on disposal	-	-	-	-	2 235	1 037	-	3 272
<b>Closing carrying value</b>	<b>1 227 022</b>	<b>411 931</b>	<b>15 137</b>	<b>18 425</b>	<b>35 696</b>	<b>87 099</b>	<b>-</b>	<b>1 795 311</b>
Cost/valuation	1 289 337	411 931	32 323	29 198	62 376	139 038	-	1 964 203
Accumulated depreciation	(62 315)	-	(17 186)	(10 773)	(26 679)	(51 939)	-	(168 892)
<b>As at 31 December 2016</b>	<b>1 227 022</b>	<b>411 931</b>	<b>15 137</b>	<b>18 425</b>	<b>35 697</b>	<b>87 099</b>	<b>-</b>	<b>1 795 311</b>

<sup>1</sup> Impairment loss of R17.6m largely relates to buildings whose condition had deteriorated. The recoverable amount of the asset was determined based on the university's own internal assessment.

<sup>2</sup> Amounts for books and journals were reclassified to expenses in the current year as they are minor assets.

<sup>3</sup> Amounts are transferred from work under construction to the relevant asset class when the asset is available for use.

<sup>4</sup> Amounts are transferred from work under construction to the relevant asset class when the asset is available for use.

Part of the university campus was built on land belonging to the Tshivhase Traditional Council and part on proclaimed land. The parties involved are in the process of transferring the title of the land to the university.

The fair values of the university's land and buildings are determined every three years. Due to the nature and location of the university's land and buildings, frequent revaluations are unnecessary as the land and buildings only have insignificant changes in fair value.

The last revaluation of the university was performed at 31 December 2014, by DDP valuers, independent valuers not related to the university. DDP valuers are members of the South African Council of Property Valuers, have appropriate qualifications and recent experience in the fair value measurement of properties in the relevant locations.

Other equipment and computer equipment include these amounts where the university is a lessee in a finance lease:

	Other equipment R'000	Computer equipment R'000	Total R'000
<b>As at 1 January 2016</b>			
Cost	10 575	3 519	14 094
Accumulated depreciation	(9 465)	(3 519)	(12 984)
<b>Net carrying value</b>	<b>1 110</b>	<b>-</b>	<b>1 110</b>
<b>As at 31 December 2016</b>			
Opening net book value	3 854	889	4 743
Additions			
Depreciation	(2 744)	(889)	(3 633)
<b>Net carrying value</b>	<b>1 110</b>	<b>-</b>	<b>1 110</b>

#### Impairment losses recognised in the year

During the year, the university conducted a review of the recoverable amount of the buildings. As a result R6.8 million was impaired due to poor physical conditions of student residences. The assets were carried at a revaluated amount. As a result the impairment loss was treated as a revaluation decrease.

As regards the costs incurred for the swimming pool and sports court, the university did not get the full value for money. As a result an impairment loss of R2.9 million after assessments by the university was recognised in the profit and loss.

Four infrastructure projects - new male residence, new female residence, Agriculture renewal project and Education phase two have been abandoned by contractors. In certain instances, some contractors are unable to proceed with construction following imposition of penalties by management.

As a consequence, these four projects have been stagnant for a prolonged period and the structures have suffered some damages. The impairment loss of R13.5 million was recognised to profit and loss.

## 6 INVESTMENTS

	2016 R'000	2015 R'000
<b>Non-current financial assets</b>		
<i>Designated at fair-value through profit and loss</i>	1 184	1 425
<i>Held to maturity instruments</i>	36 795	34 015
<i>Investment in associates</i>	679	-
	<b>38 658</b>	<b>35 440</b>
<b>Current financial assets</b>		
<i>Held to maturity instruments</i>	<b>310 133</b>	<b>446 429</b>

Financial assets designated at fair-value through profit and loss include:

	2016 R'000	2015 R'000
Listed securities: <i>Shares-RSA</i>	1 184	1 425

The fair values of equity securities are based on quoted market prices at the statement of financial position date. The maximum exposure to credit risk at the reporting date in respect of financial assets designated at fair value through profit and loss is the carrying value of the equity securities designated at fair value through profit and loss. Management of credit risk is discussed in note 39.3. None of these investments are past due and impaired. During the financial year the university has withdrawn R133 516 000 at redemption date and in the previous financial year invested R16 579 000. The funds withdrawn were invested in the call account (refer to note 9) as at 31 December 2016.

Financial assets held to maturity include:

	2016 R'000	2015 R'000
Fixed deposit account	36 795	34 015
Short-term call accounts	310 133	446 429

The university has not reclassified any financial assets measured at amortised cost to fair value during the year (2015: Rnil).

There were no gains or losses realised on the disposal of held-to-maturity financial assets in 2016 and 2015 as all the financial assets were disposed of at their redemption date.

The fair value of held-to-maturity financial assets is the same as the carrying amounts based on quoted market bid prices. The maximum exposure to credit risk at the reporting date is the carrying amount of the held-to-maturity financial assets. All investments are denominated in South African Rand.

These investments include amounts that are not available held by the university relating to earmarked grants -

	2016 R'000	2015 R'000
Univen own funds	48 066	111 391
Infrastructure projects	271 452	334 480
National Research Foundation grant	12 858	11 910
Efficiency grant	525	24 091
NGAP grant	15 210	-
<b>Total</b>	<b>348 111</b>	<b>481 872</b>

## 7. TRADE AND OTHER RECEIVABLES

	2016 R'000	2015 R'000
<b>Financial assets</b>		
Student accounts receivable	188 742	148 676
Less allowance for impairment	(31 809)	(13 198)
Net carrying amount	156 933	135 478
<i>Other receivables</i>		
Tshivenda National Lexicography Unit	3 492	3 156
Tertiary Education and Research Network (TENET)	-	2 381
Accrued interest	3 147	6 495
Receivable from DHET	6 903	11 789
Receivable grant: other sources	13 473	27 817
Univen Innovation Growth Centre	7 275	10 423
Total trade and other receivable	14 445	10 423
Bad debts written off	(7 170)	-
Deposit on electricity	3 126	2 958
Advance research	1 137	879
Advances	119	3
Sundry accounts receivable	33	3 481
Receiver of revenue	1 490	2 700
Prepayments	1 234	1 234
Deferred tax asset	14	-
<b>Trade and other receivables</b>	<b>198 376</b>	<b>208 794</b>
<i>Less: non-current portion</i>	-	(1 638)
<b>Current portion</b>	<b>198 376</b>	<b>207 156</b>

The fair values of the trade and other receivables approximate the carrying amounts.

### Student receivables

Student debtors that are less than two years past due are not considered impaired. As of 31 December 2016, student receivables of R156 933 000 (2015: R135 478 000) were past due but not impaired. These relate to students for whom there is no recent history of default (i.e. making regular payments) and the historical students whose debts are covered by DHET. Students whose terms have been negotiated also fall in this category.

The ageing of these receivables are:

	2016 R'000	2015 R'000
Enrolled in current year	125 546	108 257
Enrolled in prior years	31 387	27 221
	<b>156 933</b>	<b>135 478</b>

As of 31 December 2016, student receivables of R31 809 000 (2015: R13 198 000) were impaired and provided for. The amount of the provision was R31 809 000 as of 31 December 2016 (2015: R13 198 000). The individually impaired student receivables mainly relate to students experiencing financial difficulty and who have defaulted on their payments. It was assessed that a portion of the student receivables is expected to be recovered.

The ageing of these receivables is:

	2016 R'000	2015 R'000
Enrolled in current year	17 871	507
Enrolled in prior year	474	296
Enrolled more than two years ago	13 464	12 395
	<b>31 809</b>	<b>13 198</b>

Movements in the provision for impairment of trade receivables are:

	2016 R'000	2015 R'000
At 1 January	13 198	40 478
Provision for impairment	18 000	-
Receivables written off during the year as uncollectable	(65)	(5 247)
Unused amounts reversed	676	(22 033)
<b>At 31 December</b>	<b>31 809</b>	<b>13 198</b>

The creation and release of the provision for impaired student receivables have been included in other operating expenses in the consolidated statement of comprehensive income. Amounts charged to the consolidated statement of comprehensive income are generally written off when there is no expectation of recovering additional cash.

## 8. INVENTORY

	2016 R'000	2015 R'000
Consumables	1 888	3 112

## 9. CASH AND CASH EQUIVALENTS

	2016 R'000	2015 R'000
Bank accounts	78 812	98 848
Call accounts	162 009	3
Money market	1 800	-
	<b>242 621</b>	<b>98 851</b>

The cash and cash equivalents include amounts that are not available held by the university relating to earmarked grants as shown below:

	2016 R'000	2015 R'000
Efficiency	562	-
Clinical grant	8 089	-
Teaching grant	1 041	-
Research grant	4 042	-
Foundation grant	7 667	-
NGAP grant	1 630	-
Univen Innovation Growth Centre funds	155	-
University own funds	219 435	98 851
<b>Total</b>	<b>242 621</b>	<b>98 851</b>

## 10. NON CURRENT ASSET HELD FOR SALE

	2016 R'000	2015 R'000
Non-current assets held for sale	3 586	-

## 11. FUNDS

### 11.1 Asset revaluation reserve

	2016 R'000	2015 R'000
Balance as at 1 January 2016	628 685	645 098
Transfer to retained earnings	(2 457)	(2 457)
Impairment of previously revalued buildings	(6 817)	(13 956)
<b>As at 31 December 2016</b>	<b>619 411</b>	<b>628 685</b>

### 11.2 Restricted funds

	2016 R'000	2015 R'000
Balance as at 1 January 2016	196 095	165 944
Reclassifications	2 414	-
Movement during the year	8 637	30 151
<b>As at 31 December 2016</b>	<b>207 146</b>	<b>196 095</b>

### 11.3 Unrestricted funds

	2016 R'000	2015 R'000
As at 1 January 2016	450 638	374 451
Reclassification	(463)	-
Transfer to retained earnings	2 457	-
Movement during the year	(6 252)	76 187
<b>As at 31 December 2016</b>	<b>446 380</b>	<b>450 638</b>

## 12. BORROWINGS

	2016 R'000	2015 R'000
Non-current		
DBSA loan	127 105	-
Current		
DBSA loan	7 895	-
<b>Total borrowings</b>	<b>135 000</b>	<b>-</b>

The carrying amounts of the university's borrowings are denominated in South African Rand.

The university has these undrawn borrowing facilities:

	2016 R'000	2015 R'000
Expiring beyond one year	-	300 000

The interest rate exposure of the total borrowings was:

	2016 R'000	2015 R'000
At variable rate	9.757%	-

Weighted average effective interest rates:

	2016 R'000	2015 R'000
Interest bearing loan facility	9.757%	-

### Interest bearing loan facility

The university has an undrawn facility with the Development Bank of South Africa. The facility matures in October 2017 at a floating interest rate of 9.757%. The interest paid of R4.4 million was capitalised against the cost of the residence that is under construction, which is funded through this facility.

The facility is for the construction of new student residences and is guaranteed by the Department of Higher Education and Training. The exposure of the university's borrowings to interest changes and the contractual repricing dates at the end of the reporting period is included in note 39.3.

## 13. FINANCE LEASE LIABILITY

The university leases certain of its equipment under finance lease arrangements. The finance lease liabilities are effectively secured since the rights to the leased asset revert to the lessor in the event of default. The escalation clause is 0%. The ownership of asset will be transferred to the university at the end of the lease term.

31 December 2016	Future minimum lease payments R'000	Future finance charge R'000	Present value of future minimum lease payments R'000
Within 1 year	243	(23)	220
Within 2 years to 5 years	137	(4)	133
Later than 5 years	-	-	-
<b>Total future minimum lease payments</b>	<b>380</b>	<b>(27)</b>	<b>353</b>
Less current portion	(243)	23	(220)
Non-current future minimum lease payment	<b>137</b>	<b>(4)</b>	<b>133</b>
<b>31 December 2015</b>			
Within 1 year	3 876	(235)	3 641
Within 2 years to 5 years	1 207	(73)	1 134
Later than 5 years	-	-	-
<b>Total future minimum lease payments</b>	<b>5 083</b>	<b>(308)</b>	<b>4 775</b>
Less current portion	(3 876)	235	(3 641)
Non-current future minimum lease payment	<b>1 207</b>	<b>(73)</b>	<b>1 134</b>

The interest rate exposure of the finance lease liability was:

At fixed rates	8.5%	8.8%
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## 14. POST-RETIREMENT MEDICAL OBLIGATION

The university's staff members are entitled to a 60% subsidy of the medical aid risk contributions, post- retirement. This subsidy does not include any elected savings. Dependents of staff members who die in service are not entitled to the subsidy of the medical aid risk contributions.

The movements in the post-retirement medical obligation over the year is:

	2016 R'000	2015 R'000
<b>As at 1 January 2016</b>	<b>65 528</b>	<b>58 164</b>
Current service cost	3 806	3 629
Interest on obligation	6 559	4 967
Actuarial (gain)/loss recognised	(3 722)	188
Benefits paid	(1 890)	(1 420)
<b>As at 31 December 2016</b>	<b>70 281</b>	<b>65 528</b>
Less amounts payable within one year, included in current liabilities	(1 679)	(1 512)
<b>Non-current portion</b>	<b>68 602</b>	<b>64 016</b>

Amounts recognised in the consolidated statement of comprehensive income are:

Current service costs	3 806	3 629
Interest expenses	6 559	4 967
	<b>10 365</b>	<b>8 596</b>

Amounts recognised in other comprehensive income are:

Actuarial (gain) loss recognised in other comprehensive income	(3 722)	(445)
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The principal actuarial assumptions used were:

### Key financial assumptions

Assumption	Value per year
Discount rate	9.30%
Health care cost inflation rate	8.00%
Net effective discount rate	1.21%

### Key demographic assumptions

Assumption	Value per year
Average retirement age	63,00
Continuation of membership at retirement	0,50
Proportion assumed married at retirement	1,00
Proportion of eligible current non-member employees joining the scheme by retirement	0,35
Mortality during employment	SA 85-90
Mortality post-retirement	PA(90) -1
Withdrawal from service (sample annual rates)	Age      Females      Males
	20      24%      16%
	30      18%      12%
	40      10%      8%
	50      4%      4%
	>55      2%      2%

The sensitivity of the overall post-retirement medical liability to changes in the weighted principal assumptions is:

Assumption	Change	Eligible employees	Continuation members	Total R'000	% change
Central assumptions		54.182	16.032	70.214	
Health care inflation	1% -1%	63.228 46.717	17.158 15.023	80.386 61.740	14% -12%
Discount rate	1% -1%	46.645 63.493	14.974 17.234	61.619 80.727	-12% 15%
Post-retirement mortality	-1 yr	56.398	16.774	73.172	4%
Average retirement age	-1 yr	59.678	16.032	75.710	8%
Continuation of membership at retirement	-10%	42.231	16.032	58.263	-17%

Amounts for the latest actuarial valuation and previous four periods are (R millions):

Liability history	31/12/2012	31/12/2013	31/12/2014	31/12/2015	31/12/2016
Accrued liability	43.585	48.385	58.164	65.084	70.215
Fair value of plan asset	0.000	0.000	0.000	0.000	0.000
Surplus / (Deficit)	(43.585)	(48.385)	(58.164)	(65.084)	(70.215)

History of experience adjustments: Gains and losses (R millions)

Experience adjustments	Year ending 31/12/2013	Year ending 31/12/2014	Year ending 31/12/2015	Year ending 31/12/2016
Liabilities: (gain) / loss	5.340	(0.092)	3.522	(2.759)
Assets: gain / (loss)	0.000	0.000	0.0	0.0

## 15. LEAVE OBLIGATION

This is the net liability on accrued leave balances at the end of the reporting period. University staff is allowed to accumulate up to 20 days leave that is payable upon resignation, death or retirement. Leave is only encashed when an employee resigns, retire or die in service.

Movements in the present value of the net liability:

	2016 R'000	2015 R'000
<b>As at 1 January 2016</b>	<b>15 106</b>	<b>13 084</b>
Current service cost	633	538
Interest	1 293	908
Expected employer benefit vesting	(3 504)	(2 868)
Actuarial loss recognised	3 360	3 444
<b>As at 31 December 2016</b>	<b>16 888</b>	<b>15 106</b>
Less amounts payable within one year, included in current liabilities	(3 659)	(3 416)
<b>Non-current portion</b>	<b>13 229</b>	<b>11 690</b>

Amounts recognised in the consolidated statement of comprehensive income are:

	2016 R'000	2015 R'000
Current service costs	633	538
Interest expenses	1 293	908
	<b>1 926</b>	<b>1 446</b>

Amounts recognised in other comprehensive income are:

	2016 R'000	2015 R'000
Actuarial (gain) /loss recognised in other comprehensive income	3 360	3 444

The principal actuarial assumptions used were:

### Key financial assumptions

Assumption	Value p.a.
Discount rate	8.72%
General salary Inflation (long-term)	6.95%
Net effective discount rate	1.65%

### Key demographic assumptions

Assumption	Value		
Average retirement age	63		
Mortality during employment	SA 85-90		
Withdrawal from service (sample annual rates)	Age	Rate	
		Female	Male
	20	24%	16%
	30	15%	10%
	40	6%	6%
	50	2%	2%
	55	0%	0

### Sensitivity analysis on the unfunded accrued liability (R millions)

Assumption	Change	Liability	% Change
Central assumptions		16.842	
General salary inflation	+1%	17.849	6%
	-1%	15.925	-5%
Discount rate	+1%	15.947	-5%
	-1%	17.842	6%
Average retirement age	-2 years	18.125	8%
	+2 years	15.739	-7%

Amounts for the latest actuarial valuation and previous four periods are (R millions):

	31/12/ 2012	31/12/ 2013	31/12/ 2014	31/12/ 2015	31/12/ 2016
Accrued liability	31.056	12.021	13.084	14.972	16.842
Plan asset	0	0	0	0	0
Surplus / (deficit)	(31.056)	(12.021)	(13.084)	(14.972)	16.842

### History of experience adjustments: (gains) and losses (R millions)

	Year ending 31/12/2013	Year ending 31/12/2014	Year ending 31/12/2015	Year ending 31/12/2016
Liabilities: (gain) / loss	(1.231)	2.930	3.466	3.609
Assets: gain / (loss)	0	0	0	0

## 16. LONG SERVICE AWARD OBLIGATION

The university awards long service payments to qualifying staff as predetermined milestones are reached. The actuarially determined was valued at 31 December 2016 and accounted for in 2016. This obligation is funded from university reserves.

Movements in the present value of the net liability:

	2016 R'000	2015 R'000
<b>As at 1 January 2016</b>	<b>2 541</b>	<b>2 849</b>
Current service cost	236	237
Interest	199	196
Expected employer benefit vesting	(626)	(590)
Actuarial gain recognised	(61)	(151)
<b>As at 31 December 2016</b>	<b>2 289</b>	<b>2 541</b>
Less amounts payable within one year, included in current liabilities	(315)	(190)
<b>Non-current portion</b>	<b>1 974</b>	<b>2 351</b>

**Amounts recognised in the consolidated statement of comprehensive income are:**

	2016 R'000	2015 R'000
Current service costs	236	237
Interest expenses	199	196
	435	433

**Amounts recognised in other comprehensive income are:**

	2016 R'000	2015 R'000
Actuarial loss recognised in other comprehensive income	61	151

The principal actuarial assumptions used were:

**Key financial assumptions**

Assumption	Value p.a.
Discount rate	8.59%
CPI inflation rate (long-term)	5.83%
Net effective discount rate	2.61%

**Key demographic assumptions**

Assumption	Value		
Average retirement age	63		
Mortality during employment	SA 85-90		
Withdrawal from service (sample annual rates)	Age	Rate	
		Female	Male
	20	24%	16%
	30	18%	12%
	40	10%	18%
	50	4%	4%
	55	2%	2%

**Sensitivity analysis on the unfunded accrued liability (R millions)**

Assumption	Change	Liability	% Change
Central assumptions		2.283	
Inflation rate	+1%	2.407	5%
	-1%	2.168	-5%
Discount rate	+1%	2.165	-5%
	-1%	2.413	6%
Average retirement age	-2 years	1.978	13%
	+2 years	2.536	11%
Withdrawal rates	-50%	2.517	10

**17. DEFERRED REVENUE**

Movements in the deferred income recognised in the statement of comprehensive income are:

	Received from DHET R'000	Restricted use private grants R'000	TOTAL R'000
<b>As at 31 December 2016</b>			
<b>As at 1 January 2016</b>	<b>872 558</b>	<b>70 493</b>	<b>943 051</b>
Allocated during the year	69 985	60 397	130 382
Interest earned	14 274	-	14 274
Re-allocated funds	68	-	68
Transferred to revenue	(51 995)	(54 997)	(106 992)
Grant receivable written off	(27 744)	-	(27 744)
<b>As at 31 December 2016</b>	<b>877 146</b>	<b>75 893</b>	<b>953 039</b>
Broken down:			
Current portion	55 913	75 893	131 806
Non-current portion	821 233	-	821 233
	<b>877,145</b>	<b>75 893</b>	<b>953 039</b>
<b>As at 31 December 2015</b>			
<b>As at 1 January 2015</b>	<b>884 530</b>	<b>41 622</b>	<b>926 152</b>
Deferred revenue recognised during the year	46 843	79 056	125 899
Transferred to revenue	(58 815)	(50 185)	(109 000)
<b>As at 31 December 2015</b>	<b>872 558</b>	<b>70 493</b>	<b>943 051</b>
Broken down:			
Current portion	69 967	70 493	140 461
Non-current portion	802 591	-	802 591
	<b>872 558</b>	<b>70 493</b>	<b>943 051</b>

The deferred revenue recognised in the statement of comprehensive income arises from:

- Conditional government and other grants, which will only be recognised in revenue when the conditions have been met.
- Capital government grants which will be recognised in revenue on a straight-line basis over the expected lives of the related assets.
- Restricted use private grants with stipulations and conditions.

**18. TRADE AND OTHER PAYABLES**

	2016 R'000	2015 R'000
<b>Financial liabilities</b>		
Sundry creditors	10 164	14 405
Retention	15 915	2 883
Bursaries credits	79 466	56 750
Other creditors	7 079	6 457
TNLU	3 434	3 286
Students credits	2 505	2 002
NRF deposit	7 000	9 894
Accruals	6 171	2 566
Bonus	3 481	4 151
<b>Trade and other payables</b>	<b>135 215</b>	<b>102 394</b>

The fair values of trade and other payables approximate the carrying amounts. Trade and other payables are denominated in South African Rand.

## 19. PROVISIONS

	2016 R'000	2015 R'000
<b>(a) Legal claims</b>		
At 1 January 2016	2 764	1 464
Additional provision	1 780	1 300
<b>As at 31 December 2016</b>	<b>4 544</b>	<b>2 764</b>

The amounts represent provisions legal claims brought against the university by employees and grandparents, and against the university's radio station. The provision charge is recognised in profit or loss within 'administrative expenses'. The balance as at 31 December 2016 is expected to be utilised in 2017.

In the Council's opinion, after taking appropriate legal advice, the outcome of these legal claims will not give rise to any significant loss beyond the amounts provided at 31 December 2016.

	2016 R'000	2015 R'000
<b>(b) Land acquisition</b>		
At 1 January 2016	1 300	-
Additional provision	-	1 300
<b>As at 31 December 2016</b>	<b>1 300-</b>	<b>1 300</b>

The amounts represent a provision for an outstanding amount on agreement of the transfer of land to the university. The University of Venda and Tshivhase Traditional Council entered into an agreement with the primary objective of facilitating the transfer of the proclaimed and unproclaimed land under the jurisdiction of the Tshivhase Traditional Council.

### Analysis of total provision

	2016 R'000	2015 R'000
Current	4 544-	2 764
<b>As at 31 December 2016</b>	<b>4 544-</b>	<b>2 764</b>

## 20. STATE SUBSIDIES AND GRANTS

	2016 R'000	2015 R'000
<i>Council controlled</i>		
State subsidy: General	415 523	358 670
<i>Specifically funded activities - Restricted</i>		
Subsidy: Teaching development	6 591	11 248
Subsidy: Foundation	14 525	4 974
Subsidy: Infrastructure development	19 923	28 125
Subsidy: Research development	6 765	11 992
Subsidy: Clinical training	2 396	2 477
Subsidy: NGAP	1 795	-
	51 995	
<b>Total state subsidies and grants</b>	<b>467 518</b>	<b>417 486</b>

There are no unfulfilled conditions or other contingencies attached to the subsidies and grants that have been recognised, some of which are classified as restricted income.

## 21. TUITION AND OTHER FEE INCOME

	2016 R'000	2015 R'000
<i>Tuition fees</i>		
Tuition fees	356 784	328 755
Registration fees	33 180	28 971
Application fees	2 807	2 777
Graduation fees	119	118
Sundry student fees	2 284	2 696
SRC levies	12 425	11 573
Funds raised - Student Representative Council	21	-
	407 620	374 890
<i>Student and staff accommodation</i>		
Hostel fees	28 467	28 545
Rent received - staff housing	1 740	1 807
	30 207	30 352
<b>Total tuition and other fee income</b>	<b>437 827</b>	<b>405 242</b>

Revenue from short courses is included in tuition fee income.

## 22. INCOME FROM CONTRACTS

	2016 R'000	2015 R'000
<i>Specifically funded activities - Restricted</i>		
NRF research fund received	25 495	22 308
Research fund received	14 087	27 877
Thuthuka project income	15 415	-
	54 997	51 215
<i>Specifically funded activities - Unrestricted</i>		
Research Council	1 497	1 030
Other private grants	5 785	-
	7 282	1 030
<b>Total income from contracts</b>	<b>62 279</b>	<b>51 215</b>

## 23. INCOME FROM OTHER ACTIVITIES

	2016 R'000	2015 R'000
Income from projects	34 212	64 288
Income - motor vehicles	1 362	1 795
Other Income	6 715	
Printing Income	1 361	
Bad debts recovered	593	-
Fair value adjustment on investments	2 538	-
	46 781	66 083

## 24. SALE OF GOODS AND SERVICES

	2016 R'000	2015 R'000
Conference fees	2 143	1 004
Editing and proof reading	649	535
Sale of stock	465	884
	<b>3 257</b>	<b>2 423</b>

## 25. PERSONNEL COST

	2016 R'000	2015 R'000
<i>Academic professionals</i>		
Salaries	224 558	193 930
Univen contribution (academic)	62 953	55 580
Salaries - part timers	9 329	9 716
Univen contribution (part timer)	14	19
Research - salaries	2 965	4 433
Lecturer replacement	-	136
Research - honoraria	6 002	4 584
	<b>305 821</b>	<b>268 398</b>
<i>Other personnel</i>		
Salaries (administration)	167 209	139 395
Univen contribution (administration)	30 531	28 110
Salaries (service workers)	31 643	21 676
Univen contribution (service staff)	72	299
Rent - houses	1 530	1 744
Leave gratuity	2 205	3 313
Honoraria payments	2 577	4 548
	<b>235 767</b>	<b>199 085</b>
<b>Total personnel costs</b>	<b>541 588</b>	<b>467 483</b>

### DISCLOSURE OF REMUNERATION OF SENIOR MANAGEMENT AS REQUIRED BY THE HIGHER EDUCATION REGULATIONS

#### Payments to senior management

Names	Position	2016				2015
		Salary	Bene- fits	Other allow- ances	Total	Total
		R'000	R'000	R'000	R'000	R'000
Mbati P	Vice Principal Chancellor/	3 648	120	154	3 922	3 221
Zaaiman JJ	DVC - Operations	2 101	35	115	2 251	2 162
Crafford JE	DVC - Academic	2 244	30	64	2 338	1 957
Nesamvuni E	Registrar	1 892	43	87	2 022	1 733
		<b>9 885</b>	<b>228</b>	<b>420</b>	<b>10 533</b>	<b>9 073</b>

### Payment for attendance at meetings of council and its committees

To whom paid	Number of members	Attendance at meetings	Reimbursement	Total	2015
	R'000	R'000	R'000	R'000	
Chairs of Council & committees	9	528	280	808	646
Members of Council	19	210	196	405	363
Members of committees	3	71	80	151	126
		<b>809</b>	<b>556</b>	<b>1 364</b>	<b>1 135</b>

Numbers of council	Members of Council / committee	Sitting	S&T	2016	2015
		R'000	R'000	R'000	R'000
1	S Maja (Chair of Council)	72	51	123	76
2	MPK Tshivhase	27	25	52	100
3	KR Madzhe	44	49	93	92
4	JM Seoloane	33	5	38	26
5	MP Molapo	53	13	66	5
6	ME Selomo	63	57	120	90
7	KK Maimela	100	27	127	103
8	ML Mashego	38	17	55	37
9	LL Ndou	98	36	134	117
10	NB Nthambeleni	24	42	66	90
11	MN Phaswana-mafuya	12	17	29	54
12	RC Chhagan	4	12	16	-
13	LJ Phahlamohlaka	17	39	56	52
14	NG Mahosi	4	0	4	11
15	KC Razwiedani	77	55	132	54
16	KS Makgoka	34	25	59	50
17	KG Setswe	11	2	13	32
18	E Mabusela	22	0	22	13
19	AS Tshifhango	5	5	10	-
20	MJ Masia	-	-	-	8
21	ST Baloyi	20	36	55	71
		<b>758</b>	<b>513</b>	<b>1 270</b>	<b>1 081</b>
<b>MEMBERS OF COMMITTEE</b>					
1	MF Taukobong	9	8	17	-
2	NV Makhari	11	11	23	17
3	JM Lekgetha	31	25	56	38
		51	44	96	191
	<b>TOTAL</b>	<b>879</b>	<b>636</b>	<b>1 516</b>	<b>1 261</b>

#### Number of employees as at 31 December 2016

	2016 R'000	2015 R'000
Full time	934	873
Part time	427	98
	<b>1 361</b>	<b>971</b>

## 26. OTHER CURRENT OPERATING EXPENSES

	2016 R'000	2015 R'000
Administration expenses	85 004	44 857
Audit fees	3 914	4 671
Bursary costs	45 524	30 101
Communication	18 696	4 098
Conferences and workshops	15 355	19 081
Consulting fees ( Including Internal Audit)	13 244	19 228
Maintenance expenses	55 679	74 333
Other expenses	14 225	4 316
Research expenses	71 721	43 915
Security and safety costs	1 866	12 870
Student expenses	17 041	36 609
Stationary and consumables	62 640	81 606
Subsistence and travel expenses	28 156	47 246
Legal costs	10 716	6 137
<b>Total</b>	<b>443 781</b>	<b>429 068</b>

## 27. INVESTMENT INCOME

Interest from investments	43 874	39 652
Transferred to deferred income	14 274	12 938
Recognised in statement of comprehensive income	<b>29 600</b>	<b>26 714</b>

For the purpose of the statement of cash flow, investment income excludes accrued income. Investment income for the reporting period as shown in the statement of cash flow can be reconciled to the related items in the consolidated statement of comprehensive income as:

Recognised in statement of comprehensive income	29 600	26 714
Accrued interest	(3 147)	(6 495)
	<b>26 453</b>	<b>20 219</b>

## 28. FINANCE COSTS

Interest on finance leases	-	1 721
Interest on actuarial valuation of employee benefits	8 051	6 071
	<b>8 051</b>	<b>7 792</b>

For the purpose of the statement of cash flow, a finance charge excludes interest on employee benefits. Finance cost for the reporting period as shown in the statement of cash flow can be reconciled to the related items in the statement of comprehensive income as:

Recognised in statement of comprehensive income	8 051	7 792
Interest on actuarial valuation of employee benefits	(8 051)	(6 071)
	-	<b>1 721</b>

## 29. INCOME AND EXPENDITURE PER COMPONENT

### 29.1 Income

	2016 R'000	2015 R'000
State subsidies and grants	473 303	417 486
Tuition and other fee income	437 827	405 242

### Non-student/tuition/education related Income (3rd stream income)

Income from contracts		
For research	56 494	51 215
Income from other activities	46 781	66 083
Sale of goods and services	3 257	2 423
Private gifts and grants	4 463	13 459

### 29.2 Expenditure

Academic professional	305 821	268 398
Other personnel	235 767	199 085
Other current operating expenditure	457 295	429 068
Depreciation	56 343	38 081

## 30. MATERIAL ITEMS INCLUDED IN NET SURPLUS

These items have been charged/ (credited) to arrive at net surplus for the year:

	2016 R'000	2015 R'000
Audit fees	3 914	4 671
Impairment of debtors movement	18 676	22 026
Bad debts written off	7 235	5 247
Repairs and maintenance	55 679	74 333
Research expenditure	71 721	43 915
Bursaries	45 524	30 101
Impairment of property, plant and equipment	16 454	
Depreciation of property, plant and equipment	39 889	38 081
<i>Buildings</i>	17 911	17 095
<i>Office furniture</i>	1 563	1 477
<i>Motor vehicles</i>	1 930	1 772
<i>Computer equipment</i>	4 791	5 098
<i>Other equipment</i>	13 694	12 639
Executives' remuneration	10 533	9 073
Councillors' remuneration	1 361	1 135
<i>Payments for attending council meetings</i>	809	597
<i>Reimbursement of expenses</i>	552	538
Operating lease charges	8 623	1 532
<i>Office equipment</i>	8 144	1 129
<i>Hiring of building</i>	479	403

### 31. CASH GENERATED FROM OPERATIONS

	2016 R'000	2015 R'000
Surplus for the year	1 926	34 439
<b>Adjustments for:</b>	(29 972)	(38 644)
Depreciation	39 889	38 081
Impairment loss on property, plant and equipment	16 453	3 605
Impairment movement on receivables	18 611	(23 017)
Bad debt written off	7 235	
Finance cost in P/L	-	1 721
Share of profit in associate	321	
Investment income	(29 600)	(20 219)
Interest reallocated to deferred revenue	14 274	
Fair value adjustments	241	
Expense recognised in respect of post-retirement medical obligation	10 365	7 363
Expense recognised in respect of leave obligation	1 926	2 022
Expense recognised in respect of long service award	3 325	2 541
Deferred income recognised as revenue	(106 992)	(109 000)
Loss recognised on disposal of PPE	-	16 001
Non cash gain / (loss) recognised in employee benefits	(6 020)	42 258
<b>Working capital changes:</b>	(12 319)	(84 893)
(Increase) /decrease in trade receivable and prepayments	(48 144)	(58 835)
Decrease / (increase) in inventories	1 224	(1 383)
Increase / (decrease) in payables and provisions	34 601	(24 675)
Cash retained from operations	(40 329)	(89 098)

### 32. SUBSIDIARIES

Details of the university's subsidiaries at the end of the reporting period are:

Name of subsidiary	Principal activities	Percentage held
Univen Income Generation Centre	Consultancy services and other third stream income generation services	100%
UNIVEN Foundation	Third stream income s generation service	100%

Summarised financial information in respect of each of the university's subsidiaries is set out below. The summarised financial information represents amounts before intragroup eliminations

Univen Income Generation Centre	2016 R'000	2015 R'000
Current assets	12 060	13 768
Non-current assets	1 835	1 583
Current liabilities	13 068	11 897
Equity	818	3 454
Revenue	45 263	15 348

	2016 R'000	2015 R'000
Expenses	47 578	13 839
Profit/ (loss) for the year	(2 637)	1 509
Net cash inflow/ (outflow) from operations	2 437	4 219
Net cash inflow/ (outflow) from investing activities	(997)	(1 112)
Net cash inflow/ (outflow)	1 439	3 107
<b>Univen Foundation</b>		
Current assets	30 217	25 098
Non-current assets	-	-
Current liabilities	16 078	13 240
Non-current liabilities	-	-
Equity	14 140	11 858
Revenue	5 463	14 914
Expenses	3 182	12 903
Profit/ (loss) for the year	2 281	2 011
Net cash inflow/ (outflow) from operations	3 737	5 935
Net cash inflow/ (outflow) from investing activities	1 382	927
Net cash inflow/ (outflow) from financing activities	-	-
Net cash inflow/ (outflow)	5 119	6 862

### 33. RELATED PARTIES

These institutions are deemed related parties of the university:

Party	Relationship
Senior officials	Key management
Department of Higher Education	Regulatory authority
National Student Financial Aid Scheme (NSFAS)	Controlled by the Regulatory Authority
Education, Training and Development Practices Sector Education and Training Authority (ETDP)	Controlled by the Regulatory Authority
Services Sector Education Training Authority (SSETA)	Controlled by the Regulatory Authority
Insurance Sector Education and Training Authority (INSETA)	Controlled by the Regulatory Authority
Manufacturing, Engineering and Related Services Sector Education and Training (MERSETA)	Controlled by the Regulatory Authority

Senior officials include executive management and council members

	2016 R'000	2015 R'000
<b>(a) Senior management remuneration</b>		
Salaries	9 885	8 346
Allowances	420	406
Other short-term benefits	228	321
	<b>10 533</b>	<b>9 073</b>

#### (b) Transactions with related parties

NSFAS	472 373	289 777
DHET - grants received	395 170	395 170
	<b>867 543</b>	<b>684 947</b>

The university is currently managing projects funded by related party organisations:

	2016 R'000	2015 R'000
ETDP-SETA	4 657	3 000
MER - SETA	-	500
Services Seta	21 399	8 520
MicSETA	1 506	-
	<b>27 562</b>	<b>12 020</b>

**(c) Receivables from related parties**

DHET - grants receivables	6 903	11 787
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### 34. COMMITMENTS

**(a) Capital commitments**

Significant capital expenditure contracted for at the end of the reporting period but not recognised as liabilities is:

	2016 R'000	2015 R'000
Contractual commitments for infrastructure projects	327 679	489 679
Commitment to provide funding on abandoned projects	54 122	-
	<b>381 801</b>	<b>489 679</b>

**(b) Inventories and other services**

Orders issued for inventories and other services	9 800	20 581
	<b>391 601</b>	<b>510 260</b>

### 35. CONTINGENT LIABILITIES

**Claims**

A claim has been lodged against the university's radio station and three other people or staff for alleged broadcasting which undermined the equality rights. The matter is before the Equality Court and Univen is cited in the case as an interested party. The attorneys served and filled an university plea.

The University of Venda has a disclaimer liability, hence is defending the action. It is premature to estimate the potential effects of this claim. However, the legal advice indicate that it not probable that significant liability will arise.

**Labour cases**

Two employees referred two cases to the Labour Court. The university has already filed a notice to defend and is preparing to file its heads or arguments. The matters have been set down for hearing on 4 and 20 August 2017.

It is not practical to estimate the potential effect of this claim but legal advice indicates that it not probable that a significant liability will arise.

### 36. NON-CASH TRANSACTIONS

The university did not buy or obtain office equipment under finance leases arrangement in 2016 (2015: R701 000).

### 37. GOING CONCERN

The university's forecast and projections takes account of reasonable possible changes in operating circumstances and shows that the university should be able to operate within its current financial position. Council has a reasonable expectation that the university has adequate resources to continue in operational existence for the near future. The university therefore continues to adopt the going concern basis in preparing its financial statements.

The university is solvent with a R1.3 billion net asset value. The university can meet its short-term obligations for the next 12 months (January 2017 to December 2017). The institution faces a challenge in the completion of some infrastructure projects due to the discovered incapacity of some contractors to complete certain projects on time and within allocated budgets. We expect this situation to have a possible negative influence on the institution's financial position which we are still in the process of determining.

Management is developing a turnaround strategy to address this situation which, among others, include:

1. The review of the SCM policy to address weaknesses in the procurement system
2. Re-measurement and cost estimation of affected projects
3. Consideration of appropriate funding options to ensure the completion of projects
4. Engage the DBSA on the student residence project that was delayed, to ensure that the capital repayment commences in line with the completion of the project. The institution has to date serviced the interest on the loan in accordance with the loan agreement, and no problems are foreseen in meeting this commitment.

The loss indicated under the Council controlled funds, can mainly be attributed to:

1. The decrease of about 19% in income from other activities (please refer to note 23). This situation is mainly ascribed to the slower recovery of bad student debts, due to the #FeesMustFall campaign.
2. The increase in operating expenses, mainly due to an increase in personnel cost of about 17% (please refer to note 25).
3. The accounting losses which relate to impairment of an increase of about R12m (2016) compared to 2015.
4. Change in accounting estimate under Property, plant and equipment, from a gross surplus of about R39m in 2015 compared to an accounting loss of about R6m in 2016.

The indicated negative cash flow in investing activities is mainly attributed to an increase in acquisition of Property, plant and equipment. This indicated negative position is however a substantial improvement on the 2015 situation, from R170m (2015) to R81m (2016). This situation is however not a real negative as the institution is improving its asset base. It is however accepted that cash flow management should be carefully managed in this regard.

The institution is able to meet its commitment and current liabilities. This is evidenced from the balance sheet that indicates a current asset position of R757m, versus a current liability and commitment of R621m.

It is accepted that the university's income is largely dependent on student tuition fees and government subsidy which comprises 43% of the income in tuition fees and 46% of income in government subsidies. There has however not been any indication that government will withdraw its funding to the University of Venda. In addition, about 95% of our students are funded through NSFAS which gives a guarantee in recovering the student fees.

Taking this into account, management is confident of the going concern status of the university.

### 38. SUBSEQUENT EVENTS

There were no events occurred between the date of reporting and date of signing the consolidated annual financial statement.

## 39. FINANCIAL RISK MANAGEMENT OBJECTIVES

### 39.1 CAPITAL MANAGEMENT

The university's objectives when managing capital (which includes all items of capital and funds as presented on the statement of comprehensive income) are to safeguard the ability of the university to continue as a going concern and to maintain an optimal capital structure to reduce the cost of capital.

In this regard, the university has ensured a sound financial position by limiting exposure to debt and maintaining the balances for investments and cash balances. This position is managed through a comprehensive budgeting and review process each year.

### 39.2 CATEGORIES OF FINANCIAL INSTRUMENTS

This table represents the financial instruments of the university per category:

31 December 2016	Loans and receivables	Held-to-maturity	At fair-value through profit and loss	Total
	R'000	R'000	R'000	R'000
<b>Financial assets as per consolidated statement of financial position</b>				
Investments		346 928	1 184	348 312
Cash and cash equivalents	242 621			242 621
Trade and other receivables	195 638			195 637
<b>Total financial assets</b>	<b>438 259</b>	<b>347 617</b>	<b>1 184</b>	<b>786 570</b>
<b>Financial liabilities as per consolidated statement of financial position</b>				<b>Total R'000</b>
Borrowings				135 000
Finance lease liability				380
Trade and other payables				135 215
<b>Total financial liabilities</b>				<b>270 595</b>
31 December 2015	Loans and receivables	Held-to-maturity	At fair-value through profit and loss	Total
	R'000	R'000	R'000	R'000
<b>Financial assets as per consolidated statement of financial position</b>				
Investments		480 444	1 425	481 869
Cash and cash equivalents	98 851			98 851
Trade and other receivables	204 860			204 860
<b>Total financial assets</b>	<b>303 711</b>	<b>480 444</b>	<b>1 425</b>	<b>785 580</b>
<b>Financial liabilities as per consolidated statement of financial position</b>				<b>Total R'000</b>
Borrowings				-
Finance lease liability				5 083
Trade and other payables				102 394
<b>Total financial liabilities</b>				<b>107 477</b>

## 39.3 FINANCIAL RISK MANAGEMENT OBJECTIVES

A Risk Management Committee comprising members of the Senior Management Committee, identifies, evaluates and co-ordinates the management of strategic risks faced by the university. Risk management processes are reviewed regularly for continuing relevance and effectiveness.

The Risk Management Committee reports to the Audit Committee. A report on the risk management process that is being followed, as well as a summary of the risk register, is presented to the Audit Committee and to the Council of the university on a regular basis. These risks include market risk (interest rate risk), credit risk and liquidity risk.

The university varies its investment philosophy by the term of the liabilities and the risk profile. To this end, two portfolios have been established:

- Stable Portfolio – medium term investing (2 to 5 years) where the investment objective and risk constraint is set relative to inflation and a low risk of capital loss over the medium term;
- Money Market Portfolio – short term investing (2 years and less) where the investment objective and risk constraint is set relative to short term interest rates and a high degree of capital security.

The university's investment channels have strong investment characteristics and no portfolios that have speculative characteristics are utilised.

### Financial management risk factors

#### Market risk

#### Foreign exchange risk

The university has limited foreign exchange exposure in respect of its normal operating activities and therefore no formal policy is in place to manage this risk.

#### Price risk

The university is not exposed to commodity price risk in respect of its normal operating activities and therefore no formal policy is in place to manage this risk.

#### Cash flow and fair value interest rate risk

The university's interest rate risk arises from long-term borrowings. Borrowings issued at variable rates exposes the university to cash flow interest rate risk, which is partially offset by cash held at variable rates. Borrowings issued at fixed rates expose the university to fair value interest rate risk. Interest rates attributes of new loans are to be reviewed and approved in accordance with policies approved by Council to ensure interest rate exposure will not exceed acceptable levels to the Council. In practice, the university also have a best practice to pay creditors within agreed settlement periods to avoid further interest exposures.

#### Interest rate sensitivity

The interest rate is uncertain for the rest of the year with a possibility of going down or up depends on what happens in the market.

#### Credit risk

Credit risk refers to the risk that a counter party will default on the contractual obligations resulting in financial loss to the university. Credit risk arises from cash and cash equivalents, deposits with banks and financial institutions, as well as credit exposures due to outstanding receivables from students and other debtors. Credit risk may also arise from debt securities. The university has no significant concentrations of credit risk. For banks and financial institutions, only independently rated parties are accepted and the university have policies in place to ensure that credit exposure to any one institution is limited.

The university's maximum exposure to credit risk is represented by the carrying amount of these financial assets on the statement of comprehensive income

Receivables comprise of outstanding student fees, student loans and a number of customers dispersed across different industries and geographical areas. The university is exposed to credit risk arising from student receivables related to outstanding fees and loans.

This risk is mitigated by requiring students to pay an initial instalment in respect of tuition and accommodation fees at registration, the regular monitoring of outstanding fees and the institution of debt collection action in cases of long outstanding amounts. In addition, students with outstanding balances from previous years of study are only permitted to renew their registration after either the settling of the outstanding amount or the conclusion of a formal payment arrangement.

#### Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, the availability of funding through an adequate amount of committed credit facilities and the ability to close out market positions. Due to the dynamic nature of the underlying businesses, the university aims to maintain flexibility in funding by keeping committed credit lines available.

The university has minimised risk of liquidity as shown by its sufficient cash, cash equivalents and investment portfolio. The university manages a cash budget that is continually updated and reported to Executive Management. An Investment Committee also oversees the investment portfolio managed by independent fund managers. A multi-manager approach is also followed in appointing investment managers to limit investment risk further.

This table analyses the university's financial liabilities into relevant maturity groupings based on the remaining period at the statement of financial position date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within a year equal their carrying amount, as the impact of discounting is not significant.

At 31 December 2015	Less than 1 year	Between 2-3 years	Total
	R'000	R'000	R'000
<b>Interest bearing</b>			
Borrowings	-	-	-
Finance lease liability	3 641	1 134	4 775
<b>Non-interest bearing</b>			
Trade and other payables	102 394	-	102 394
<b>Total</b>	<b>106 035</b>	<b>1 134</b>	<b>107 169</b>

This table analyses the university's financial liabilities into relevant maturity groupings based on the remaining period at the statement of financial position date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within a year equal their carrying amount, as the impact of discounting is not significant.

At 31 December 2016	Less than 1 year	Later than 1 year but more than 5 years	More than 5 years	Total
	R'000	R'000	R'000	R'000
<b>Interest bearing</b>				
Borrowings	7 895	78 947	48 158	135 000
Finance lease liability	220	133	-	353
<b>Non-interest bearing</b>				
Trade and other payables	135 215	-	-	135 215
<b>Total</b>	<b>143 330</b>	<b>79 080</b>	<b>48 158</b>	<b>270 568</b>

#### 39.4 FAIR VALUE ESTIMATIONS

Financial instruments that are measured in the statement of comprehensive income at fair value are categorised by disclosure of fair value measurements by level of the fair value measurement hierarchy:

Level 1 - Quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2 - Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from price).

Level 3 - Inputs for the assets or liabilities that are not based on observable market data (that is, unobservable inputs).

The fair value of financial instruments traded in active markets is based on quoted market prices at the reporting date. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry, pricing services or regulatory agency and those prices represent actual and regularly occurring market transactions on an arm's length basis. The quoted market price used for financial assets held by the university is the current bid price. These instruments are included in level 1. Instruments included in level 1 comprise primarily FTSE/JSE 100 equity investments classified as available-for-sale.

The fair value of financial instruments that are not traded in an active market (for example, over-the-counter derivatives) is determined by using valuation techniques. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

If one or more of the significant inputs is not based on observable market data, the instrument is included in level 3.

Specific valuation techniques used to value financial instruments include:

- Quoted market prices or dealer quotes for similar instruments.
- The fair value of forward foreign exchange contracts is determined using forward exchange rates at year-end, with the resulting value discounted back to present value. Other techniques, such as discounted cash flow analysis, are used to determine fair value for the remaining financial instrument

	Level 1	Level 2	Level 3
	R '000	R '000	R '000
<b>Financial assets 2016</b>			
Loans and other receivables	242 621	-	195 637
Held to maturity	347 617	-	-
At fair value through profit and loss	1 184	-	-
<b>Total</b>	<b>591 422</b>	<b>-</b>	<b>195 637</b>
<b>Financial liabilities 2016</b>			
Financial liabilities at amortised cost	-	135 000	135 596
<b>Total</b>	<b>-</b>	<b>135 000</b>	<b>135 596</b>
<b>Financial assets 2015</b>			
Loans and other receivables	98 851	-	204 860
Held to maturity	480 444	-	-
At fair value through profit and loss	1 425	-	-
<b>Total</b>	<b>580 720</b>	<b>-</b>	<b>204 860</b>
<b>Financial liabilities 2015</b>			
Financial liabilities at amortised cost	-	-	107 477
<b>Total</b>	<b>-</b>	<b>-</b>	<b>107 477</b>





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