

UNIVERSITY OF VENDA

ANNUAL REPORT
2013

CREATING
FUTURE
LEADERS



University of Venda

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HIGHLIGHTS OF 2013





- Unqualified audit for 2013
- Award from the Department of Higher Education and Training for infrastructure projects valued at R305,279 m, which includes Univen's own contribution of R 34 465
- New Bonsmara and Nguni animal herds for teaching and research
- National Research Foundation-rated researchers increased – from only one in 2009 to 16 in 2013
- Award to the Vice Chancellor by the Limpopo Black Management Forum
- Vice Chancellor nominated to serve on the Higher Education South Africa Transformation Strategy Group
- Vice Chancellor appointed to the Board of the Association of African Universities
- Procured the Higher Education Data Analyser system
- Hosted first-ever excellence awards in all areas of the core business
- National Research Foundation Research Chair in Biodiversity Value and Change formally launched in October 2013
- Home-grown Higher Education Leadership Management programme funded with R500 000 by Education, Training and Development Practices SETA
- R3m from Domba Trust towards mining engineering programme
- R64m from Bankseta towards training of chartered accountants

FOCUS LEADS TO QUALITY DELIVERY





THE completion of another successful academic year can largely be attributed to a dedicated focus by all stakeholders on delivering quality academic, administrative and operational services.

With the support of the Department of Higher Education and Training, a number of infrastructure projects have either been completed or are nearing completion. These include the new female residence, phase 1 of the new School of Education, new buildings for the School of Agriculture, the School of Health Sciences' Simulation Laboratory, the new office complex and the research conference centre.

The university has closely aligned its student numbers to the agreed enrolment figures with the Department of Higher Education and Training of around 11 000. It will, however, be necessary to continuously review and expand the physical infrastructure, particularly lecture halls, the library and residences, to accommodate the ever-increasing student numbers. This increase has, however, not been matched with increase in staffing profiles. Innovative approaches to close the gap in student: lecturer ratios are continuously being investigated. The need to improve the quality of student supervision for postgraduate students also remains a challenge.

The exponential growth in research outputs is pleasing. This has been possible due to the increased administrative capacity provided in the Research and Innovation Directorate, and the development of a number of relevant policies to have a supportive environment for masters and PhD students. The increase in research funding by both the university and external sources such as the National Research Foundation and the Water Research Commission has been an important catalyst. Univen has also increased its partnership base, nationally, regionally and globally, which has boded well academically.

The National Research Foundation-funded research chair in Biodiversity Value and Change in the Vhembe Biosphere reserve was launched in the reporting year, which simultaneously increased the number of National Research Foundation-rated researchers to 16.



In the quest to meet the mandate of transforming to a comprehensive university, a number of new career-focussed programmes were developed, approved by Council and submitted to the Department of Higher Education and Training and the Council on Higher Education for approval and accreditation respectively.

Univen is working closely with both the Vhembe Further Education and Training and Madzivhandila College of Agriculture to better align programmes and to leverage on opportunities for the articulation of programmes, but also for shared resources. With funding from the Bankseta, the first group of students into the South African Institute of Chartered Accountants-accredited BCom accounting programme started their course in 2014.

This annual report encapsulates a synopsis of activities that characterised developments at Univen in 2013. It demonstrates the commitment of all members of the university community to contribute to the development of the human resources requirements of the country.

REPORT OF THE CHAIRPERSON OF COUNCIL



**I am confident that
the Committees
of Council fulfilled
their mandated
responsibilities
satisfactorily.**

*Ms Shirley Mabusela -
Chairperson of Council*



received from other sources have been put to good use.

The following matters received Council's attention in the reporting year -

New academic programmes approved

- Introduction of Doctor of Philosophy in Public Health;
- Introduction of Higher Certificate in Choral Studies;
- Introduction of Higher Certificate in Music;
- Introduction of Bachelor of Arts in Translation, Interpreting and Editing.

Tenders approved

- Tender for heavy-duty office photocopy machines
- Tender for bulk earthworks: campus clinic and community training centre
- Tender for construction of roads and parking
- Tender for upgrading of existing main gate
- Tender for biotechnology laboratory construction
- Tender for installation of auditorium building ceiling
- Tender for refurbishment of Natural Sciences building
- Tender for the supply of laptops/computers
- Purchase of Nikon micro-manipulation system for the Centre of Excellence in Animal Assisted Reproduction
- Appointment of service provider for the provision of a higher education data analyser system

THE University of Venda Council is confident that it has sufficiently exercised its oversight and governance responsibilities on the management of the university in 2013. This is a result of Council putting in place mechanisms that ensured effective execution of its responsibilities and implementation of its resolutions by management. Council is appreciative of the hard work and commitment to the university's strategic plan by all stakeholders. This has ensured that the university is on track towards realising its strategic objectives.

As Council, we appreciate the support from the Minister of Higher Education and Training towards improving Univen's infrastructure. Much more still needs to be done and the university is exploring other means of maintaining and expanding this infrastructure.

Council continued to ensure a judicious balance between institutional performance and resources committed. The university's academic programmes continue to improve. However, more needs to be done to ensure that the university takes its place among the best in the country.

The external audit indicated that the Council has managed the financial resources in a satisfactory manner and that the institution is in good financial health. Council is confident that management has exercised sufficient controls over funds received from subsidy and tuition. These funds have been used in the interest of the university to the best extent possible. Council is also confident that funds





Approval of new policies/amendments to existing policies

New policies approved

- Policy on blacklisting of manufacturers, suppliers, contractors and consultants
- Backup and restoration policy
- Internationalisation policy and procedures
- Supply chain management policy
- Policy on the conditions for renting of university residences
- Policy on special leave for members of the executive management

Amendments to existing policies

- Revised conditions of service at the University of Venda
- Revised University of Venda disciplinary code of staff
- Revised policy on performance management

Council also attended to these matters -

- Approval of co-sourcing of internal audit and implementation plan
- Approval of implementation of the policy on long service awards

- Approval of the Internal Audit Charter (annual review)
- Approval of appointment of university registrar on a five-year performance-based contract
- Approval of the proposed composition of the Council Tenure Committee and time frames for the renewal of term of office of the Deputy Vice Chancellor: Academic and the Deputy Vice Chancellor: Operations
- Approval of the annual staff remuneration adjustment
- Approval of Univen integrated people management strategy
- Approval of Univen integrated transformation plan
- Approval of the three-year strategic internal audit plan (2013-2015) and the one-year operational plan for 2013
- Approval of funding for 2013/2014 critical maintenance projects
- Approval of audited annual financial statements for 2012
- Approval of the procedure document, flow of activities and advertisement for the

appointment of the Deputy Vice Chancellor: Academic

- Approval of the appointment of the Deputy Vice Chancellor: Academic on a five-year performance-based contract
- Approval of the information and communication technology model
- Appointment of external auditors for the 2013 audit
- Approval of tariff list for 2013
- Approval of University of Venda organogram
- Approval of 2013/2014 University of Venda predetermined objectives
- Approval of 2013 external audit strategy
- Approval of projected 2014 budget
- Approval of implementation of phase 1 towards a smart campus
- Approval of the Department of Higher Education and Training capacity building workshops for university councils and accompanying programme
- Approval of Higher Education South Africa board recommendation to adopt a central application system
- Extension of the term of office of the current Council by one year, in line with the revised statute which states that the term of office of Council is five years
- Approval of write-off of the outstanding amount plus interest and costs of R161 674,30, owed by Richard Thomson Scientific cc T/A Thomson Research Suppliers
- Approval of revised sitting allowance for chairpersons of Committees of Council
- Approval of encashment of remaining accumulative leave days for university staff
- Approval of reconfiguration of the structure of the office of the legal advisor to the Vice Chancellor and Principal to the Directorate of Legal Services
- Council delegated authority to exco to approve annual remuneration adjustments for staff members
- Council delegated authority to the Executive Management Remuneration Committee to approve remuneration adjustments for exco.

In 2013 the University Council was constituted in this manner -

Composition of the Council of the University of Venda in terms of Section 16.4 of the Statute

SECTION	REPRESENTATIVE	TERM
1. Section 16.4. (a) Vice Chancellor and Principal: Ex-officio	1. Prof PA Mbati	Ex-officio
2. Section 16.4. (b) Deputy Vice Chancellors: Ex-officio	2. Prof X Mbhenyane 3. Dr JJ Zaيمان	Ex-officio Ex-officio
3. Section 16.4. (c) Three members with specific competences in the field designated by Council	4. Mrs SE Mabusela (Chairperson) 5. Mr RE Maponya 6. Mr PNV Ndou	28-11-2009 to 21-11-2014 28-11-2009 to 21-11-2014 28-11-2009 to 21-11-2014
4. Section 16.4. (d) Chairperson of the Institutional Forum	7. Ms ST Baloyi	25/08/2010 to 21-11-2014
5. Section 16.4. (e) Five people appointed by the minister	8. Mr S Maja 9. Mr JM Seoloane 10. Mrs A Lawless 11. Dr RA Patel 12. Mr MP Kgobe	28-11-2009 to 21-11-2014 28-11-2009 to 21-11-2014 17-09-2010 to 21-11-2014 17-09-2010 to 21-11-2014 17-09-2010 to 21-11-2014
6. Section 16.4 (f) One person appointed by the premier of Limpopo after consultation with the minister	13. Ms ST Baloyi	28-11-2009 to 21-11-2014
7. Section 16.4 (g) Two people elected by the Senate from among its members	14. Prof LB Khoza 15. Prof GRA Mchau	28-11-2009 to 21-11-2014 22-08-2012 to 21-11-2014
8. Section 16.4 (h) Two people elected by the Convocation	16. Mr SM Ravhuanzwo (Deputy Chairperson) 17. Vho-Thovhele MJ Masia	28-11-2009 to 21-11-2014 28-11-2009 to 21-11-2014
9. Section 16.4 (i) Two people designated by people who, in terms of the statute, are donors	18. Dr NB Nthambeleni 19. Dr LR Kone	28-11-2009 to 21-11-2014 28-11-2009 to 21-11-2014
10. Section 16.4. (j) One academic employee of the university other than members of the Senate, elected by the academic employees	20. Ms MG Lamola	20-04-2012 to 21-11-2014
11. Section 16.4. (k) The President of the Student Representative Council and one other member of cabinet elected by cabinet	21. Mr SP Mofokeng 22. Ms T Khosa	27-11-2012 to 30-09-2014 27-11-2012 to 30-09-2014

SECTION	REPRESENTATIVE	TERM
12. Section 16.4. (l) One member of the service employees of the university elected by the service employees	23. Mr NA Mutoti	13-09-2011 to 21-11-2014
13. Section 16.4. (m) One member of the administrative employees of the university elected by the administrative employees	24. Mr RB Mulovhedzi	15-04-2011 to 21-11-2014
14. Section 16.4 (n) One person designated by the Thulamela Municipality	25. Ms NG Mahosi	24-06-2011 to 21-11-2014
15. Section 16.4 (o) Other people, not exceeding six in number, designated by such bodies as determined by the Council	26. Council for Scientific and Industrial Research Dr LJ Phahlamohlaka 27. Human Sciences Research Council Prof MN Phaswana-Mafuya 28. Women's University in Africa Prof HC Sadza 29. SA College Principal's Organisation Mr KR Madzhie 30. Business Unity South Africa Ms FA Muthambi 31. Local Traditional Authority Khosi Vho-NW Tshivhase	17-09-2010 to 21-11-2014 12-09-2011 to 21-11-2014 30-04-2010 to 21-11-2014 25-06-2011 to 21-11-2014 17-09-2010 to 21-11-2014 30-04-2010 to 21-11-2014

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

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

16. Section 16.4. (b) Deputy Vice Chancellors: Ex-officio	2. Prof JE Crafford	Ex-officio
20. Section 16.4. (k) The President of the Student Representative Council and one other member of cabinet elected by cabinet	21. Mr SP Mofokeng 22. Ms T Khosa	27-11-2011 to 21-11-2014 27-11-2011 to 21-11-2014

Notes:

- (i) Prof JE Crafford replaced Prof XG Mbhenyane who was on vacation leave.
- (ii) Mr VV Rerani replaced Mr A Mathelemusa who was recalled as 2012/2013 Student Representative Council President.
- (iii) The term of office of the Student Representative Council's representatives on Council, Mr VV Rerani and Mr V Makhubele, expired on 30 September 2013. They were replaced by Mr SP Mofokeng and Ms T Khosa.



Before the commencement of the meetings of Council and its Committees, a conflict of interest declaration is made by all members present.

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.

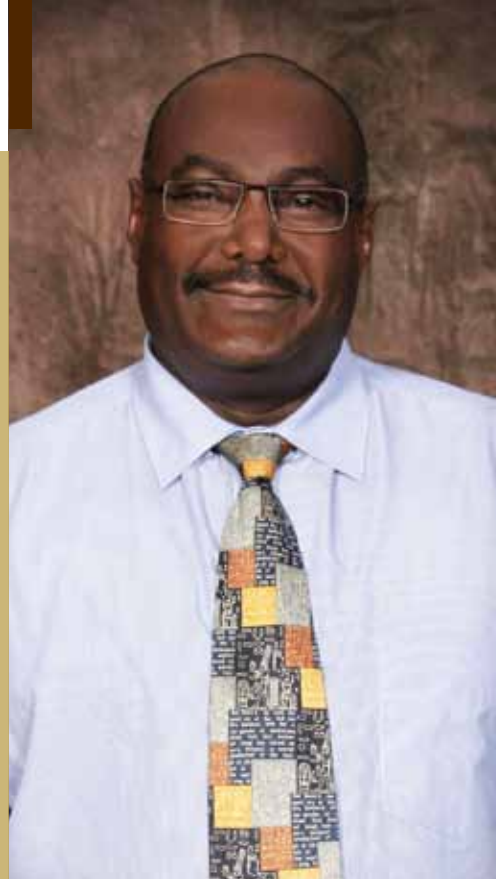
Shirley Mabusela
Chairperson of Council



VICE CHANCELLOR AND CHAIRPERSON OF SENATE'S REPORT

In line with forward-thinking organisations, the University of Venda manages and reports on our predetermined objectives. I am confident that we met and exceeded our predetermined objectives.

Prof Peter Mbatl
*Vice Chancellor and Principal
Chairperson of Senate*



deliberates on strategic and operational matters and receives and discusses quarterly reports from five Senate Committees and the academic boards of the eight schools.

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 like heads of departments, deans and vice deans of schools.

In the reporting year Senate recommended that Council approves the following matters -

Teaching and learning

New programmes

Univen has a mandate from the Department of Higher Education and Training to provide training programmes at all levels - from certificate to doctorate - in line with the mandate as a comprehensive university. The following programmes were approved by Senate in 2013:

- Doctor of Philosophy in Public Health
- Bachelor of Arts in Translation, Interpreting and Editing
- Higher Certificate in Choral Studies
- Higher Certificate in Music

SENATE is the highest decision making body on matters relating to the academic core business of the university. Through its Executive Committee, Senate oversees the day-to-day functioning of the university's business,



Improvement plan for the Department of Social Work

Following site visits and consultations with the South African Council for Social Service Professions, the professional body responsible for the accreditation of Social Work degrees, the university did not allow a 2013 first-year student intake in Social Work. In consultation with the professional council, the Department of Social Work developed an improvement plan to normalise the Social Work student intake in 2014. Senate then approved policies aimed at aligning the Social Work programme at Univen with the accreditation requirements of the professional body, and recommended them to Council. These included:

- Social Work admission policy setting out guidelines for the selection of students to the Bachelor of Social Work degree.
- Social Work teaching and learning policy for the teaching and learning of the Bachelor of Social Work courses and modules.
- Social Work supervision policy which sets out guidelines to social work students, staff,

agency supervisors and other stakeholders who may serve the university regarding student work social supervision.

- Social Work assessment policy fairness and transparency in teaching and assessment of students' academic performance by school members.
- Social Work field practical work policy for students, staff, agency supervisors and other stakeholders who may be served by the university through practical field work.

Curriculum review: BCom Accounting

In 2013, Senate approved a review of the curriculum of the BCom Accounting programme, which was intended for a first intake in 2014 of students following a professional accounting degree.

The new programme is funded by Bankseta under the Thuthuka programme, fully underwritten by the South African Institute of Chartered Accountants and academically supported by the University of Johannesburg.



Appointment of Prof Liliana Mammino as Professor Emeritus

Council ratified Senate's approval to appoint Prof Liliana Mammino as Professor Emeritus in the Department of Chemistry of the School of Mathematical and Natural Sciences from 1 June 2013 for three years, subject to performance evaluation.

Other matters

The procedure and process document, approved by Council in 2012, was submitted to Senate in 2013 to guide the appointment of a Senate representative on the Council Tenure Committee.

Senate appointed Prof Jan Crafford to represent it on the Council Tenure Committee to review the renewal of the terms of office of the Deputy Vice Chancellor: Academic and the Deputy Vice Chancellor: Operations. Senate presented its recommendations to Council that it did not renew the contract of the Deputy Vice Chancellor: Academic: Prof XG Mbhenyane and the post was advertised.

Senate approved a procedure document, flow of activities and advertisement for the appointment of a new Deputy Vice Chancellor: Academic. Senate submitted a shortlist of four applicants, derived through secret ballot and following due process Prof Jan Crafford was appointed to the position for a five-year term.



Predetermined objectives in the core business for 2013/2014

In 2012, the Draft Regulations for Reporting by Public Higher Education Institutions and the accompanying implementation manual were published by the Minister of Higher Education and Training (General Notice 1002 in Government Gazette 35923 of 29 November 2012). This ensures that public funds allocated to higher education institutions are governed, administered and utilised by universities optimally, reasonably and accountably.

Higher Education South Africa discussed with the minister the most appropriate reporting framework, including the minimum reporting targets. These draft regulations for reporting require that Univen develops predetermined objectives as a basis for reporting to the Department of Higher Education and Training. Univen resolved to set predetermined objectives for 2013, derived from the Council-approved

Strategic Plan 2012-2016, to pre-empt the new regulations. The predetermined objectives were approved by Senate and recommended to Council.

In line with forward-thinking organisations, Univen manages and reports on its predetermined objectives, as mandated by the minister. These are -

Strategic objective 1:

Conversion to a comprehensive university

Strategic objective 2:

Enhancing the quality of teaching and learning

Strategic objective 3:

Advancing the research and innovation mandate

Strategic objective 4:

Integration of community engagement in the core business of the university

Strategic objective 5:

Financial sustainability

Strategic objective 6:

Integrated human resource management and development

Strategic objective 7:

Linkages, partnerships and internationalisation

Strategic objective 8:

Enhancing the quality of student life

For a comprehensive review on predetermined objectives turn to page 98.

I am confident that the University of Venda met and exceeded its predetermined objectives.



Prof Peter A Mbati
Vice Chancellor and Principal
Chairperson of Senate



VICE CHANCELLOR AND PRINCIPAL'S NARRATIVE REPORT ON PREDETERMINED OBJECTIVES



CONVERSION TO A COMPREHENSIVE UNIVERSITY, QUALITY TEACHING AND LEARNING AND ACADEMIC LIBRARY AND INFORMATION SERVICES

CONVERSION TO A COMPREHENSIVE UNIVERSITY

UNIVEN'S re-engineering process to convert to a comprehensive university has been completed. The university has concluded the programme portfolio review as well as the relevance and viability analysis of its programmes. The programme qualification mix and its alignment to the higher education quality framework have been evaluated. Enrolments per classification of educational subject matter category do not deviate by more than two percent from the Department of Higher Education and Training mandate.

Analysis of size and shape trends by classification 2009 - 2013

Classification of educational subject matter	2009	2010	2011	2012	2013	Growth: 09 - 13 %	Change: 12 - 13 %
Business/ management including health	1,892	2,173	1,879	1,936	2,286	4.85%	18.10%
Education	1,048	1,210	1,611	1,622	1,599	11.12%	-1.46%
Other humanities	4,061	2,825	2,342	2,134	3,047	-6.93%	42.76%
Science and technology	4,124	4,470	4,510	4,630	4,959	4.72%	7.10%
TOTAL	11,125	10,679	10,342	10,323	11,891	1.68%	15.19%

Enrolments per qualification type do not deviate by more than 4% from the Department of Higher Education and Training mandate.



Analysis of size and shape trends by qualification type

Qualification	2009	2010	2011	2012	2013	Growth 09 - 13 %	Change 12 - 13 %
Diplomas and Certificates	431	407	465	387	190	-18.52%	-50.90%
Degrees	9,351	8,789	8,314	8,592	9,909	1.46%	15.33%
Honours	404	422	438	475	491	5.00%	3.37%
Other postgraduate	67	90	237	164	152	22.73%	-7.32%
Masters	410	467	537	560	523	6.27%	-6.61%
Doctoral	88	105	117	140	172	18.24%	22.86%
Postgraduate Total	969	1,084	1,329	1,339	1,338	8.40%	-0.07%
Undergraduate Total	9,782	9,196	8,779	8,979	10,099	0.80%	12.47%
Occasional	374	399	234	5	21	-51.32%	320.00%
None	0	0	0	0	433	100.00%	100.00%
Total	11,125	10,679	10,342	10,323	11,891	1.68%	15.19%



Programme development

Fourteen new academic programmes were approved for funding by the Department of Higher Education and Training and also submitted to the Council on Higher Education for accreditation. Seven new programmes were accredited by the Council.

The higher education qualifications sub-framework alignment project is ongoing. In total 114 category A qualifications – undergraduate, Honours and Masters degrees - were accredited, while 15 Doctoral qualifications were submitted for alignment.

In the financial year, the Department of Higher Education and Training approved these programmes for submission to the Council on Higher Education for accreditation:

- Bachelor of Arts in Translation, Interpreting and Editing
- Bachelor of Science in Biokinetics
- Postgraduate Diploma in Primary Health Care and District Health Management
- Doctor of Philosophy in Public Health

- Diploma in Food Resource Management (Food and Nutrition)
- Bachelor of Science in Agriculture (Agribusiness)
- Bachelor of Science in Agricultural Sciences and Biosystems
- Bachelor of Arts (Honours) in Rural Development
- Bachelor of Arts (Honours) in Business Information Systems

Furthermore, two higher certificates and five career-focused diplomas were submitted for accreditation.

The approval and accreditation of new career-focused qualifications increased the number of students enrolled in career-focused diploma programmes. Three of these new qualifications had their first enrolments in 2014.

Overview of new career-focused degree and diploma programmes

Name of programme	Status	School	Date of Council approval of Higher Education and Training	Date of submission to Department of Higher Education and Training	Accreditation Department of Higher Education and Training/Council on Higher Education	Date of implementation at Univen
1. Higher Certificate in Music	New	Human and Social Sciences	13 September 2013	14 October 2013	Department of Higher Education and Training approved Council on Higher Education accreditation pending	2014
2. Higher Certificate in Choral Music	New	Human and Social Sciences	13 September 2013	14 October 2013	Department of Higher Education and Training approved Council on Higher Education accreditation pending	2014
3. Diploma in Travel Operation	New	Management Sciences	15 April 2011	July 2011	Department of Higher Education and Training approved Council on Higher Education accreditation pending	2015
4. Diploma in Consumer Science: Food Resources Management	New	Agriculture	24 June 2011	July 2011	Department of Higher Education and Training approved Council on Higher Education accreditation pending	2015
5. Diploma in Consumer Sciences: Clothing Production Development	New/ re-design	Agriculture	24 June 2011	July 2011	Department of Higher Education and Training approved Council on Higher Education accreditation pending	2015
6. Diploma in Freshwater Technology	New	Mathematical and Natural Sciences	15 November 2011	9 February 2012	Department of Higher Education and Training approved Council on Higher Education accredited	2014
7. Advanced Diploma in Sport Management	New/ re-design	Health	5 April 2011	July 2011	Submitted	2015

Accreditation/recognition by professional bodies

Bankseta made available R64m towards the development of a South African Institute of Chartered Accountants-accredited CA-linked BCom Accounting programme at Univen.

Following engagements with the Executives of the South African Institute of Chartered Accountants, Bankseta and the University of Johannesburg, it was agreed that Univen would commence training for chartered accountants in collaboration with the University of Johannesburg.



The bachelor's degree in Urban and Regional Planning was re-accredited by the South African Council for Planners for five years up to 2018. The South African Council for Natural Scientific Professions accredited the bachelor's degree in Mining and Environmental Geology.



Enrolment targets

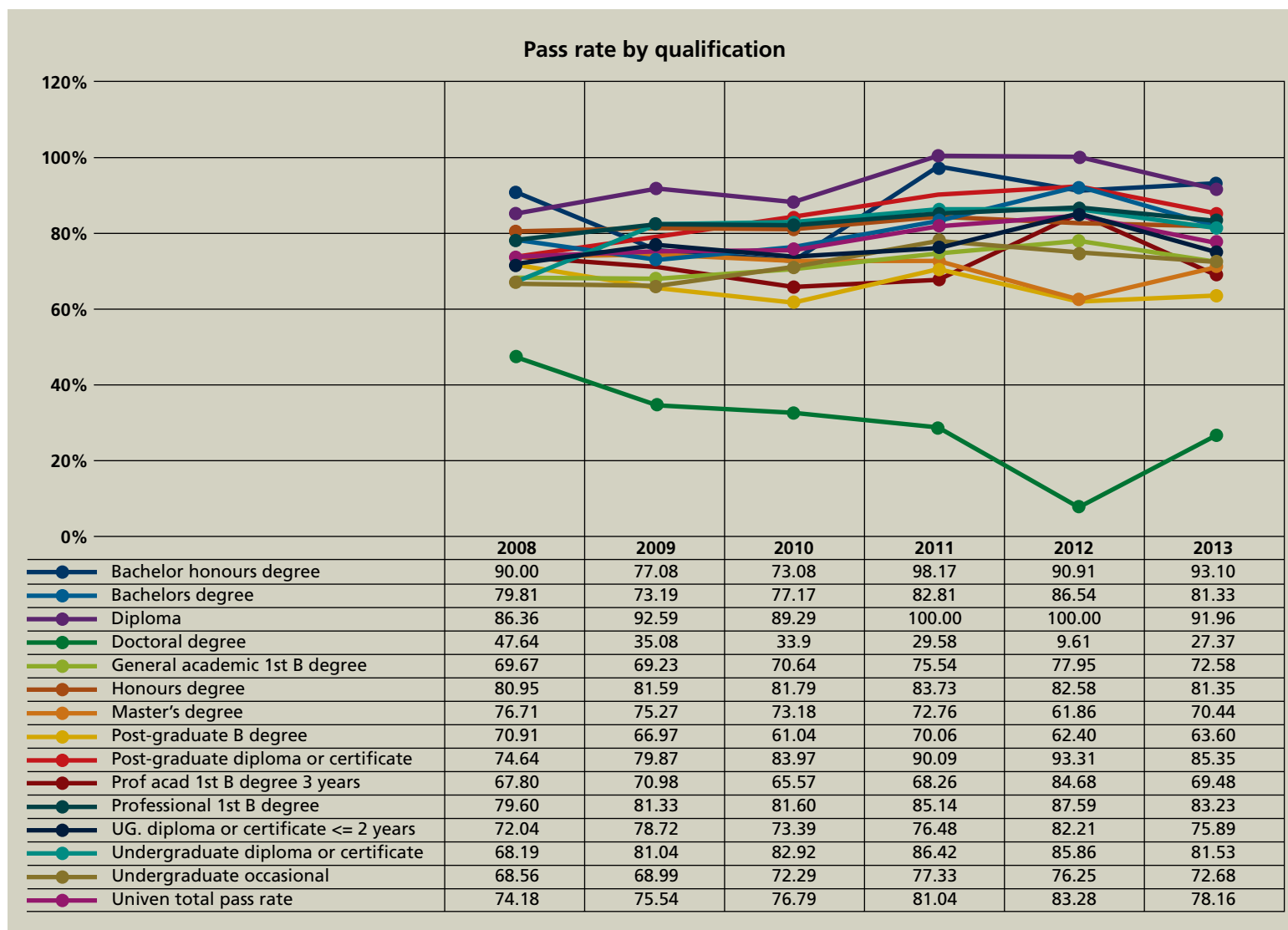
Enrolment targets for 2014 to 2019 were submitted to the Department of Higher Education and Training. It was proposed to grow the headcount to 15 592 by 2019.

The envisaged student headcount increase is 4 555 - 41% of the current mandate – over seven years. The university plans to grow student enrolment in the career-focused programmes, postgraduate studies, health sciences, animal health and engineering, focusing on agriculture, water and mining and African languages.



ENHANCING THE QUALITY OF TEACHING AND LEARNING

Univen continued to pursue the increase of its success with student throughput, graduation and pass rates.



During the year under review, the Centre for Higher Education, Teaching and Learning enhanced student success by running peer mentoring, academic writing and study skills workshops.

Peer mentoring is a programme which supports students who are performing below expected standards. They are allocated to senior students who have done well in these modules as mentors

under the guidance of both the centre and the lecturer.

Study skills workshops were also conducted, which comprised of these topics –

- becoming a university student
- note-taking
- effective reading
- study techniques
- time management

In addition, academic writing skills workshops with a focus on general writing conventions in academic settings were conducted.

A total of 26 returning students were conferred with the Vice Chancellor's Student Academic Excellence awards at the official opening ceremony of the 2013 academic year.

Deputy President and Univen Chancellor, Kgalema Motlanthe presided over May 2013 graduations

Univen's graduation ceremonies are special occasions. The Deputy President of South Africa and Chancellor of the university, Kgalema Motlanthe, presided over the May and September 2013 graduation ceremonies.

Support for students with disabilities

Univen supported 73 students with disabilities through health programmes in these categories:

- Three students were trained for HIV counseling and testing
- 20 students attended the ZAZI awareness campaign
- 10 students attended the pre-exam HIV counseling and testing awareness campaign
- 21 students attended the sexual assault and HIV training course
- Five students attended the reproductive health services course
- 15 students attended the primary health services course



Academic library and information services supporting teaching and learning

During the year under review, the library again recorded an increase in the use of its facilities and services, particularly new facilities such as information commons and group workrooms.

The number of groups that used group workrooms increased from 481 in 2012 to 3 312 in 2013 - a 588% increase.

There was also a two percent increase in the number of first entering students who attended the library orientation programme.

New services introduced include the information desk from which individual library users can be supported.

To allow students sufficient time to use the library when preparing for examinations, opening hours were extended to include Sundays during the examinations.



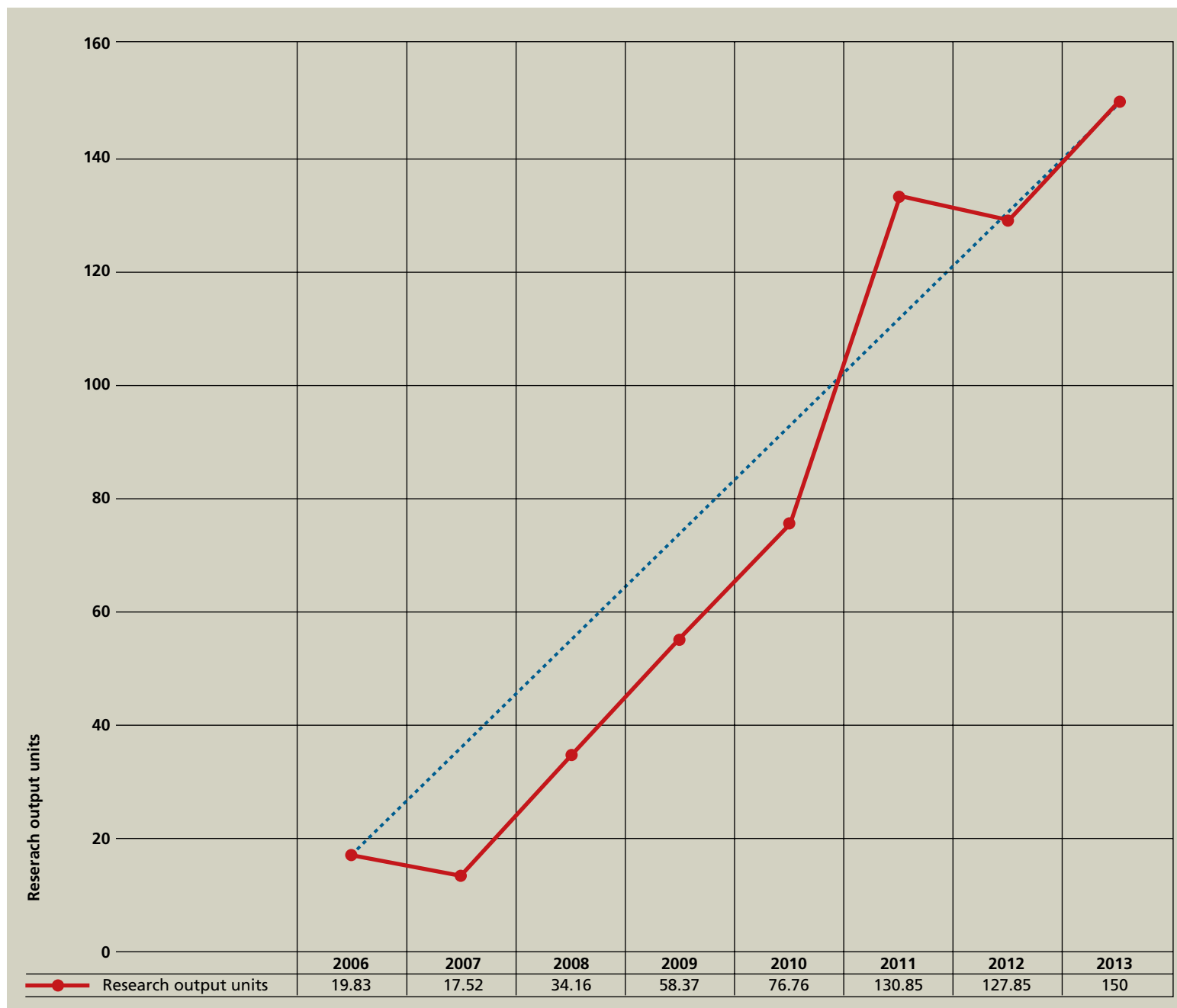
A needy student received a powered wheelchair, while learning materials were prepared in different formats, including 156 brailled documents. Support also included training in Plectalk, provided for four students with various disabilities for recording lessons in MP3 format.





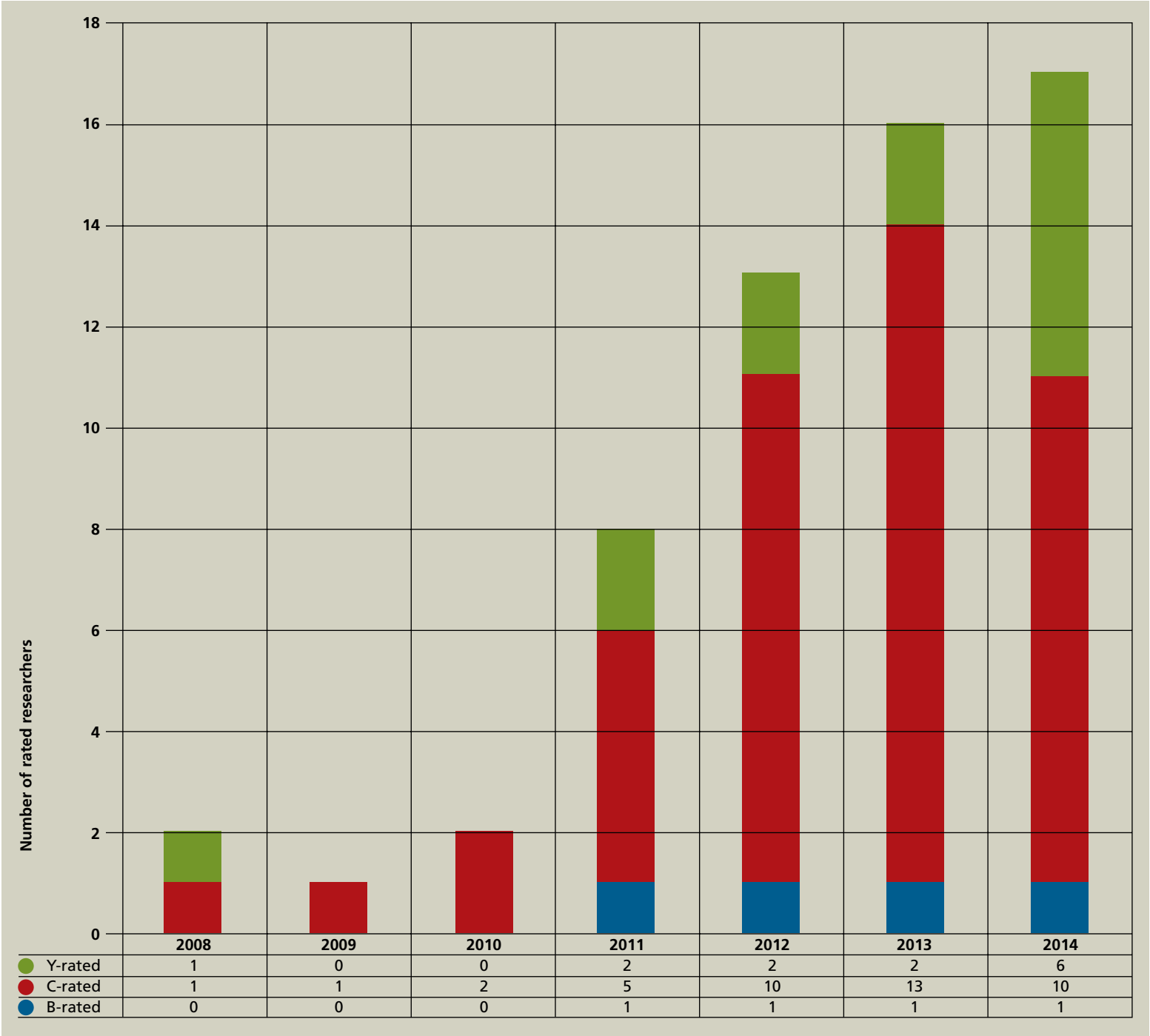
ADVANCING THE RESEARCH AND INNOVATION MANDATE

In 2013 Univen succeeded to strengthen research and innovation substantially. The university submitted 171 research output units to the Department of Higher Education and Training, compared to the 131 units submitted in 2012.

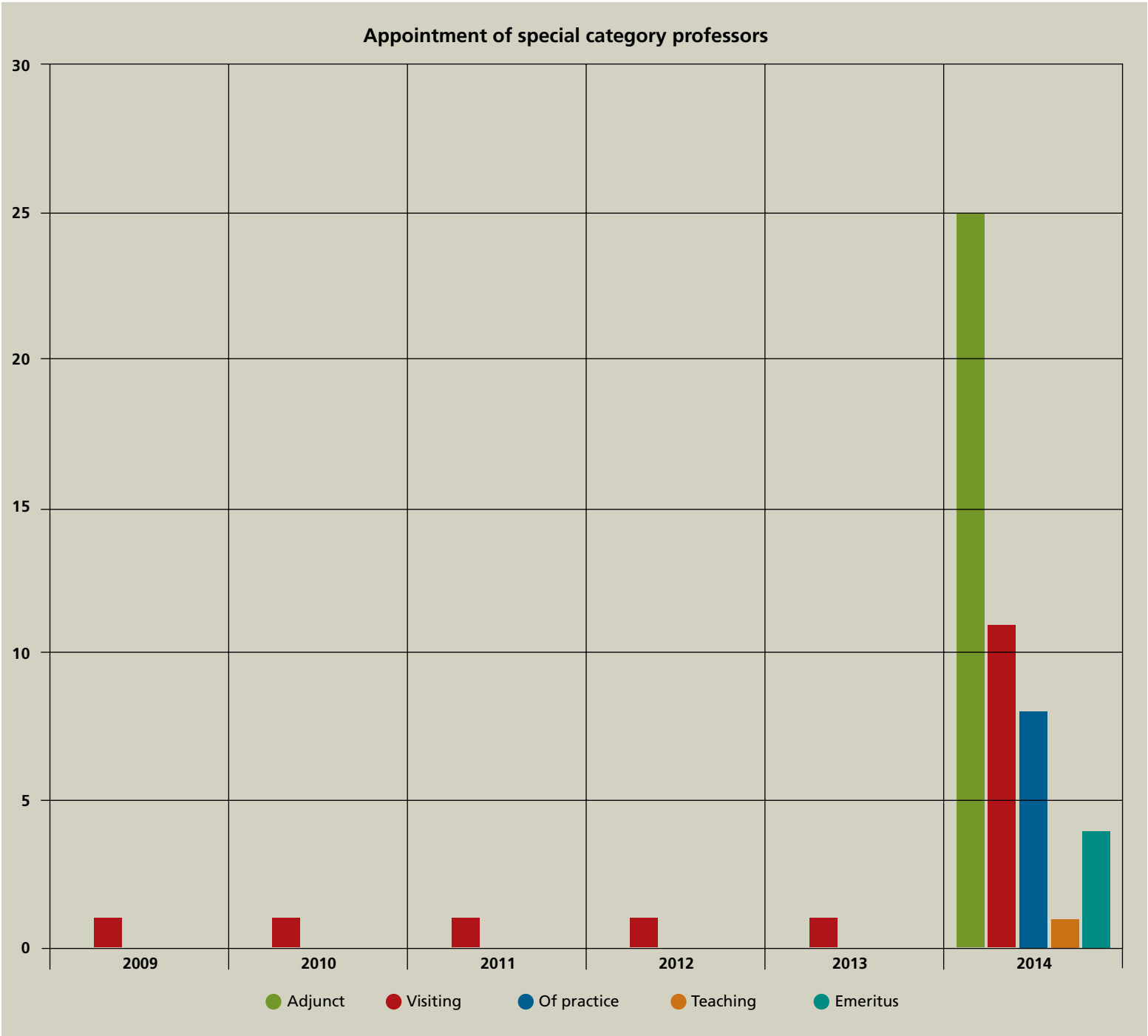


Ten members of staff graduated with doctoral degrees, substantially increasing the Univeristy’s research capacity. Overall, PhD enrolments grew by 18% from 140 in 2012 to 172 in 2013 and the upward trend of master’s and PhD graduations continued.

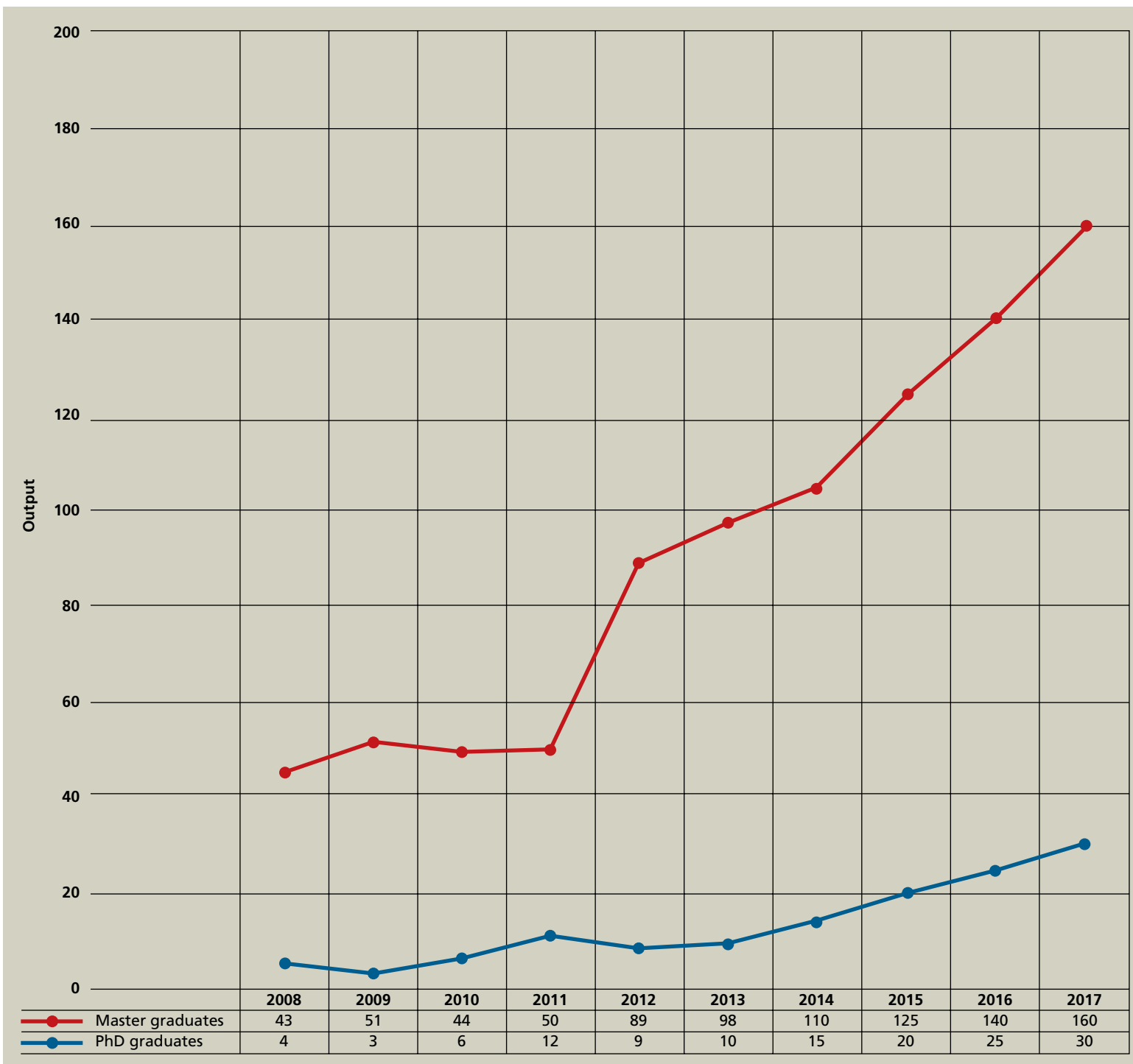
The number of National Research Foundation-rated researchers increased and the South African research chairs initiative in the biodiversity value and change in the Vhembe biosphere reserve became fully operational. The number of active researchers increased by 23 to 190.



A major intervention during the review year, aimed at improving supervisory and research capacity in schools, was the appointment of 48 special category professors. These are non-permanent, ad-hoc appointments of experienced academics, from industry, professional bodies, national research institutions and from both South African and international universities. They are encouraged to mentor junior academic staff and co-supervise postgraduate students, while also participating in collaborative research with Univen colleagues.







The university continued to focus on human capacity development. Workshops on postgraduate supervision, journal article writing and grants proposal writing were hosted to equip researchers in effective and efficient supervision, submitting quality manuscripts for publications and proposals that attract good funding.

Centres of Excellence/Research Chairs

The National Research Foundation's Research Chair in biodiversity value and change, awarded in 2012, was launched in 2013. It has already proved to be a hub of collaborative research activities at institutional, national and international level. It has also awarded bursaries or financial support to four honours, four masters and one PhD student and to two postdoctoral fellows.

The School of Mathematical and Natural Sciences submitted a bid for a centre of excellence in Mathematical and Statistical Sciences with other organisations, including the University of the Witwatersrand and the African Institute for Mathematical Sciences. The centre's main research focus will be 'Mathematics of the Earth and Environment'.

The Centre of Excellence in Animal Assisted Reproduction, was launched in the School of Agriculture in 2013.

The University of Venda, for the first time, awarded the Vice Chancellor's Excellence awards in all areas of its core business - Excellence in Teaching, Excellence in Research and Innovation and Excellence in Community Engagement.

Research collaboration

Univen continues to foster domestic and international research collaborations. In the year under review, the South African National Biodiversity Institute formalised its partnership when the institute's Chief Executive Officer, Dr Tanya Abrahamse and Univen's Vice Chancellor and Principal, Prof Peter Mbatia signed a memorandum of understanding. This could lead to greater collaboration in biodiversity research and training and to more degrees in research.

Academic library support for research and innovation

The library continued its support for research and innovation. New resources were acquired, including the Sage database and RefWorks, an online bibliographic management tool. Five new online guides were developed to equip students with self-help as they use online

library resources. A simplified guide to using the Harvard referencing scheme was also developed.

Anti-plagiarism was promoted, among others, with posters in computer laboratories and other key spots on campus.

International conferences, seminars and workshops

Establishing itself as a host institution for international conferences and workshops, Univen hosted various such meetings in 2013. These include the:

- Scientists Networked for Outcomes from Water and Sanitation, a scientific network for early career scientists working in Africa.
- South African Zoological Society's 2013 symposium.
- International Conference on Language and Media.

Public lectures

Public lectures are an important aspect of Univen's vibrant academic life. They contribute to intellectual engagement and give members of the university community the opportunity to engage with outstanding external thinkers. Some of these were:

- Dr Bram Buscher, Institute of Social Studies, Netherlands.
- Abisha Tembo, Chief Director, Department of Trade and Industry.
- Dr Jeffrey Mabelebele, Chief Executive Officer of Higher Education South Africa.
- Prof Azwinndini Muronga, Chairperson Univen Gauteng Almuni Chapter and Professor at the University of Johannesburg.
- Prof Mandla Makhanya, Principal and Vice Chancellor, Unisa.
- Carlos Fernandez de Cossio, Cuban Ambassador to South Africa.
- Prof Drucilla Cornell, Rutgers State University, New Jersey.



STAKEHOLDER ENGAGEMENT

COMMUNITY ENGAGEMENT

Engagement with local, regional and international communities is an important part of Univen's core businesses. The Directorate of Community Engagement coordinates these activities. Several collaborative research projects, involving local communities and international collaborators, turned into flagship projects which improve the university's relevance to the communities it serves.

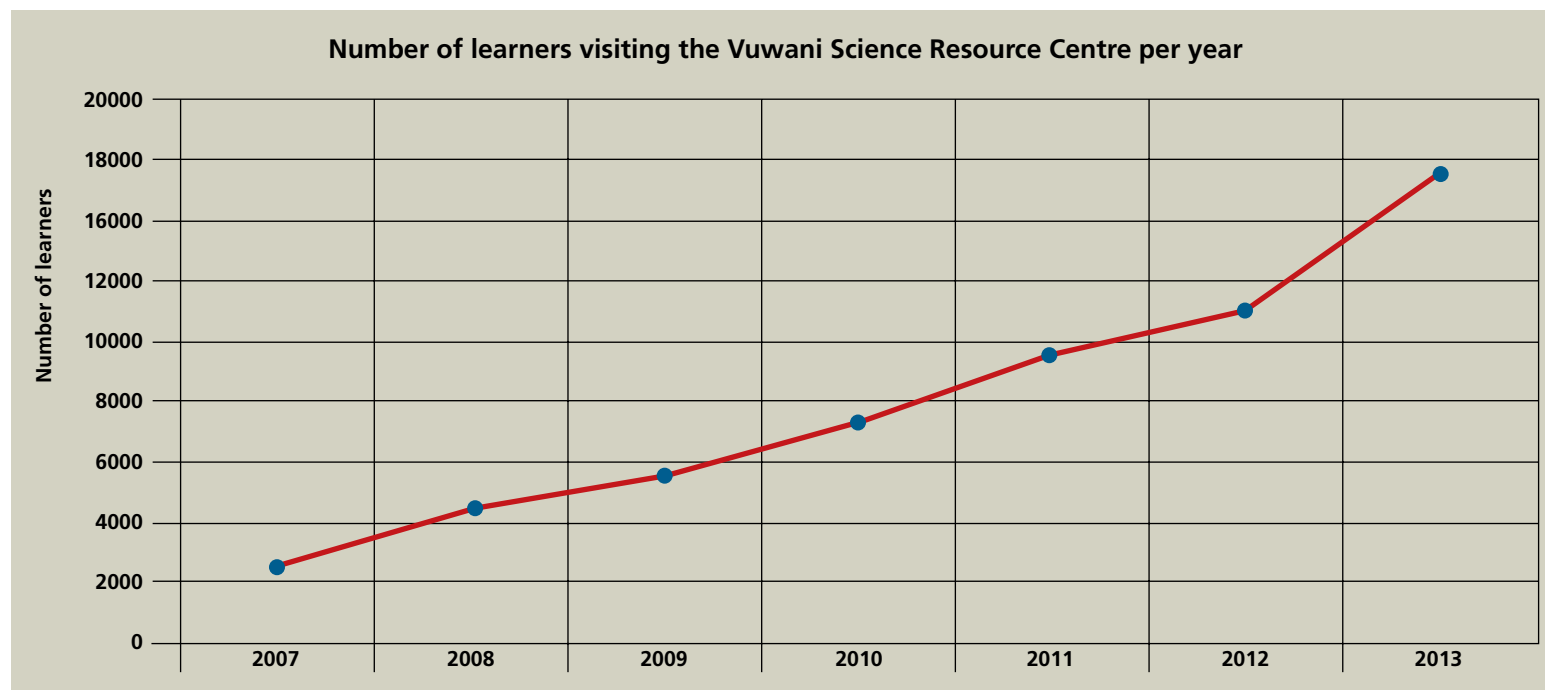
Vuwani Science Resource Centre

In the review year, 18 000 learners benefitted from support in science education at the Vuwani Science Resource Centre.

National Science Week 2013 offered many activities, motivating young learners to choose science, medicine and technology as careers. Other programmes include the Science Expo - a science project competition organised by Eskom and the Indigenous Knowledge System Documentation Centre of Limpopo that is responsible for collecting and recording indigenous knowledge system data.



In recognition of the work taking place at the centre, BMW South Africa donated a BMW 328i which was handed to Univen's Vice Chancellor and Principal, Prof Peter Mbatlali by the Minister of Science and Technology, Derek Hanekom.







Institute for Rural Development

In 2013 the Centre for Rural Development and Poverty Alleviation attained a new status as the Institute for Rural Development.

It is a transdisciplinary unit mandated to spearhead the implementation of rural development-orientated community engagement and research initiatives as well as academic programmes. Its activities integrate external stakeholders and the university community.

Partnership between local schools and Univen

Univen is supporting schools in the region. The University is partnering with secondary schools in Vhembe as part of a three-year community engagement initiative with various sources of funding.

It facilitates professional development workshops to capacitate educators in the application of research-based teaching.

It also supports the advancement of educators' content knowledge in Mathematics, Science, English and Life Orientation.

A significant improvement in the final matric exams was noted from all the participating schools. The project obtained R70 000 from the Hosken Consolidated Investments Limited Foundation.

With the Vhembe District Municipality's Development Planning Department, the School of Environmental Sciences presented a geographical information system awareness and exhibition week.

Geography educators and school learners from schools in Malamulele, Thohoyandou, Mutale, Soutpansberg, Hlanganani and Vuwani, received training, hosted by the school's geographical information system resource centre.

Univen Winter School

More than 1 000 secondary school learners participated in the university's annual winter school.

Mandela International Day celebration

On 18 July - Madiba's birthday and Mandela International Day - Univen observed 67 minutes of community service. Staff and students

participated in different activities while staff and students of the University of Virginia also contributed to community service.

International Volunteer Day

International Volunteer Day heralded Univen's first-ever recognition and awards session for student community engagement and service volunteers.

Molemole indigenous food project

The Department of Food Science and Technology in the School of Agriculture facilitates the Molemole indigenous food project with funding from the Department of Social Development the project produces, among others, peanut butter, prickly pears and marula preservatives.

Nursing students' "Be kind to yourself and others" campaign

As part of Human Rights celebrations, fourth-year nursing students organised an anti-rape campaign at the Letaba hospital, attended by community members and police officers.





National Skills Fund - Vhembe skills development programme

With the Vhembe District Municipality, the Vhembe Further Education and Training College and the Madzivhandila College of Agriculture, Univen developed and implemented a R26m skills development project, funded by the National Skills Fund. These short skills programmes were offered in 2013 –

- Bricklaying and plastering level 1
- Plumbing level 4
- Animal production level 1
- Plant production level 1
- Multi-stakeholder engagement



- Communication and conflict resolution
- Mentorship
- Career guidance

Tshikundamalema community partnership

A new community partnership was established with the Tshikundamalema Development Trust in the Mutale area. It is a transdisciplinary, mutually-beneficial community-university collaboration which integrates teaching and learning, research and innovation as well as community development.

Staff and students engage Mosa Bricks to develop sustainable mining strategies

As part of work integrated and service learning, staff and students of the School of Environmental Sciences engaged the community on the development of sustainable mining strategies at Mosa Bricks at the Vuwani Village.

Univen students excel at mock trial and moot court competitions

During the period under review, students of the School of Law participated in the national and international Mock Trial and Moot

Court competitions. The school also entered four teams for the national Lexis Nexis Mock Trial competition, with two teams taking 3rd and 4th place respectively.

Law clinic renders legal services to indigent community members

The Law Clinic serves indigent community members in the Vhembe region. It assists community members in criminal, divorce, disciplinary hearings, domestic violence, estate, eviction, labour, litigation and maintenance cases. In the year under review 228 files were opened, 140 files were closed and 245 instances of advice was given.



INTERNATIONAL COMMUNITY ENGAGEMENT

Warwick in Africa

Univen collaborates with the University of Warwick in the United Kingdom to improve teaching in rural schools. In 2013, 20 team teachers assisted while six educationalists from the United Kingdom were involved in activities at three secondary schools.

Partnership with Peace Corps International

A new partnership with Peace Corps International facilitated the placement of volunteers from this international nongovernmental organisation, supporting the school partnership and the student academic mentorship programmes.

Visiting Belgian students complete teaching practice in rural Mutale

Two visiting students from the Katholieke University in Limburg completed three months at a rural primary school for their teaching practice. The students learnt basic Tshivenda as they taught Mathematics and English in the grade 1 to 6 remedial programme. This project was made possible through the university's tripartite partnership with the Catholic University College Limburg in Belgium and the Cape Peninsula University of Technology.



Mukondeni water filter factory at Ha-Mashamba

The Universities of Virginia and Venda have partnered with the community of potters at Mukondeni Pottery to establish a water filter factory. In 2013, the focus was on skills development, marketing and commencing the regular production process. The project provides excellent opportunities for teaching, training, research and development.



INTERNATIONALISATION AND INTERNATIONAL LINKAGES AND PARTNERSHIPS

THE University of Venda continues to internationalise its core business with the support of the Directorate of International Relations.

In the financial year the university's footprint in the Southern African Development Community region was enhanced, ensuring that it

participates in international university networks and develops new higher education partnerships.

The Vice Chancellor visited a number of Higher Education Institutions in Botswana and Zimbabwe as part of operationalising the vision and mission



of Univen as a responsive university in the southern African region by cementing partnerships to steer its academic core project.

During the reporting period, Univen established new international partnerships with the Botho University in Botswana as well as the Midlands State University in Zimbabwe. It also entrenched collaboration with the Catholic University College Limburg in Belgium, the Cape Peninsula University of Technology and the Belgium Campus, Pretoria in a memorandum of understanding.

Prof Mbati represented the Univen German - South African Rectors Forum in Leipzig, Germany and the German-South Africa Year of Science 2012-2013 in Berlin where the ministers of Science and Technology strengthened Univen's collaboration with German universities.

Vice Chancellor appointed to the Board of the Association of African Universities

Prof Mbati was appointed to the board of the Association of African Universities at its conference in Libreville, Gabon.

He also attended the association's sponsored study visit for senior executives of African universities to Accra, Ghana. Delegates were informed about the emerging importance of advancement and development offices, and the special skills required to ensure success of such units.





Chairperson of Council and Vice Chancellor address Council on Diplomacy stakeholders in Washington, USA

Univen's Chairperson of Council, Shirley Mabusela and Vice Chancellor and Principal, Prof Peter Mbatia addressed the Executive Council on Diplomacy in Washington in the USA on the challenges in higher education in the developing world, focusing on Univen.

They also met with the South African ambassador in the USA, Ibrahim Rasool, who applauded Univen for creating visibility in the USA - a rarity from historically disadvantaged institutions.

In New York, with the assistance of Consul Bernard Legodi – a Univen alumnus – they met with the Chartered Financial Analyst of the Christie Company, Andrea Christie Pizziconi about global public/private partnerships. Univen has to decide whether this is a viable option for student residence projects.

They also met with the founder and Executive Director of the Infinite Family, Amy Stokes and its managing Director, Jennifer Singleton. The organisation does community work in South Africa, particularly on mentoring students.



Strengthening institutional partnerships

Strengthening existing institutional collaborations was pursued during the year under review. Existing flagship partnerships like the collaboration with the University of Virginia were enriched by new projects driven by the School of Health Sciences and Human and Social Sciences. The same goes for new initiatives with the water and health in Limpopo project.

International student exchanges

International opportunities for undergraduate and postgraduate students were arranged. These include an exchange visit for ten undergraduate students led by the Dean of Human and Social

Sciences, Prof Mokgale Makgopa, to the Hochschule fuer Angewandte Wissenschaft und Kuenste in Holzminden, Germany.

New student exchange programmes were also established with the Catholic University

College Limburg in Belgium and the Hochschule Ostwestfalen-Lippe in Germany.

Two students from this university visited the Univen School of Environmental Sciences for three months on a new student exchange programme. The student exchange with the Evangelical University College in Freiburg, Germany continued.



Abe Bailey travel bursary

Kholofelo Mphatseng Radingoana, a third-year student of Urban and Regional Planning, was the Univen 2013 Abe Bailey bursar who toured to the United Kingdom.

International partnerships for capacity building

The Directorate of International Relations continued to expand international capacity building opportunities for the Univen community.

The university joined a new Erasmus Mundus Action II Consortium, AESOP and continued to participate in the various EUROSA Erasmus Mundus Action II partnerships. In 2013, four Univen staff members benefited from EUROSA scholarships.

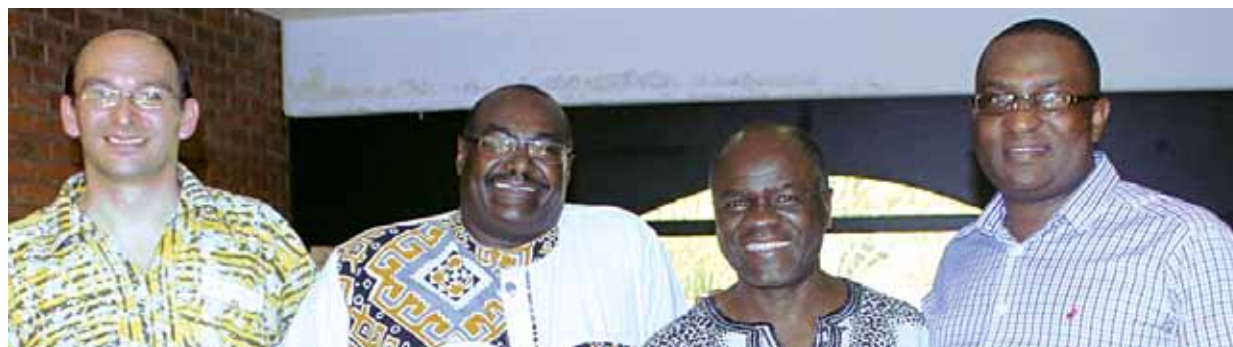
Other international capacity building programmes like the Fulbright scholarships offered by the US government, were promoted through information sessions at the university.



Internationalisation at Univen

To ensure international exposure for students, Univen pairs incoming exchange students with local students.

In 2013 30 Univen students benefited from such 'internationalisation at home' activities.





SOUTH AFRICAN PARTNERSHIPS AND LINKAGES

In the review year, Univen continued to strengthen collaboration with other South African universities. On the occasion of celebrating ten years of a multi-campus system, the Vice Chancellor of the University of the Free State, Prof Jonathan Jansen and Prof Peter Mbatlali signed a collaboration memorandum of understanding.



Partnership with the Vhembe District Municipality

In 2013 Univen senior management and the executive mayor of the Vhembe District Municipality identified various areas of collaboration. These include the development of tailor-made short courses for the municipalities to capacitate staff in financial and human resources management and agriculture, as well as assistance in various research projects. Other engagements included a small, medium and micro enterprise summit, the women in business recognition ceremony and the water summit and youth unemployment accord.



Partnering with Thulamela Local Municipality

Univen senior management met with the Mayor of the Thulamela Local Municipality, Grace Mahosi, to explore avenues of cooperation to enhance communities' skills development.

Univen an important development partner for Makhado Municipality

The Mayor of the Makhado Municipality, David Mutavhatsindi, acknowledged that the partnership with Univen contributes to the municipality's socio-economic development plan towards 2025.



Vho Thovhele Gole Mphaphuli supports Univen

Univen's senior management, led by Vice Chancellor and Principal Prof Peter Mbatlana, visited Thovhele Gole Mphaphuli at his royal residence in Mbilwi. The visit entrenched existing relations with the Mphaphuli Royal and Traditional Councils and explored new avenues for reciprocal engagements. Traditional leaders urged Univen to conduct leadership workshops for traditional and civic organisation leaders to assist them in executing their administrative leadership functions in their communities. Thovhele Gole Mphaphuli pledged support for Univen and its endeavours.



Engagement with Vho-Thovhele Nthumeni Masia

Vho-Thovhele Masia called on Univen to assist in targeted enrichment tuition programmes for secondary school learners in areas of Mathematics, Physical Science and Commerce so that rural schools can produce the doctors, engineers and architects that are needed to transform the economy. He expressed appreciation for what Univen is doing in the communities.



Khosikhulu Vho Toni Mphephu Ramabulana receives Univen delegation

A Univen delegation visited Khosikhulu Toni Mphephu Ramabulana at his royal residence in Dzanani.

The meeting cemented the existing partnership with the Ramabulana Royal and Traditional Councils, and served to express the university's appreciation to the King for supporting developments at Univen.



EXTERNAL COMMUNICATIONS

SABC2 live interview

Univen's Vice Chancellor and Principal, Prof Peter Mbatl, shared information about students who gained admission into the university with fraudulent matric results in 2011 and their dismissal from the university on SABC2's Zwamaramani programme.

He also appeared on SABC News, Channel 404 and on DSTV, explaining, among others, the university's successful transformation, highlighting progress on development.

Media monitoring assisted the university to track frequent reporting in different media. During 2013, the advertising value equivalent amounted to more than R64m.

Nendila, the university's official newsletter which is also available on its website, is one of Univen's most powerful communication tools.

In its 15 years of existence, Univen Radio continued to be a mouthpiece of the university and nearby communities in the Vhembe District Municipality. The station obtained a 24-hour broadcasting licence from the Independent Communications Authority of South Africa.

Univen successfully disseminated career information to various schools.



Deputy Minister of Higher Education and Training on campus

The Deputy Minister of Higher Education and Training, Mduduzi Manana, visited the Univen campus in the year under review. He evaluated the impact of the 'Apply now/Khetha career guidance campaign' that encourages matriculants to apply early for admission at institutions of higher learning to avoid long queues at the beginning of the year.



The university's student recruitment campaigns and the annual campus career exhibition were instrumental in reaching the undergraduate first-time entering students enrolment target of 3 600. In the 2013 review year, Univen participated in 15 career exhibitions, reaching more than 86 000 learners. Of these, school and community visits reached more than 13 000 learners and the campus career exhibition nearly 8 000 learners.

Digital medium platforms like the rebranded website, the digital notice boards and social media channels like Facebook, Twitter and Flickr assisted in building and enhancing the Univen brand.

Google Analytics was used to measure the effectiveness of the website usage. The results are –

- Web traffic (698 699 hits by the end of December 2013)
- Frequency of visits- high volume of visits on Monday to Wednesday
- Visits by country - South Africa, the USA, Japan, Germany, Norway, Nigeria

The Convocation and Alumni Section of the Department of Communications and Marketing continued communication with alumni through, among others, the revival of alumni chapters.

The University of Venda Foundation continued to solicit donations from various corporate institutions, government and Setas.

Univen history book

Univen launched its 30th anniversary book, volume one, during the year under review. The project leader, Prof Richard Molapo, highlighted the university's transition from a homeland university to a fully-fledged university.



INSTITUTIONAL GOVERNANCE, PLANNING AND QUALITY ASSURANCE

INSTITUTIONAL GOVERNANCE

Internal audit

The 2013 internal audit was outsourced to PricewaterhouseCoopers. The PwC team consisted of members with more than ten years' experience in the education sector.

During the year under review, Internal Audit reported functionally to the Audit Committee and administratively to the Vice Chancellor. The internal audit plan, internal audit charter and resourcing model were approved by the Audit Committee. Mr Thilivhali Ramawa was appointed as Director: Internal Audit.



Fraud hotline 2013

A fraud hotline, managed by Deloitte & Touche, remained in place during 2013. All tip-offs received were routed directly to the university's internal audit function, communicated to the appropriate university authority and reported to the Audit Committee.

Council Bosberaad

The 2013 Council bosberaad focused on principles of good governance with a number of external experts facilitating and contributing to the proceedings.

Risk and Audit Committee planning workshop

The 2013 Risk and Audit Committee workshop focused on actual and potential risks in the management and governance of the university, with various experts making presentations.

Institutional Forum workshop

Univen recognises the importance of a vibrant Institutional Forum for its governance. A workshop to strengthen the internal stakeholders' understanding of the roles and functions of the forum in the current higher education environment was facilitated by the Chair of the University of the Free State's Institutional Forum for more than seven years, Billyboy Ramahlele.





FINANCIAL SUSTAINABILITY AND INTEGRATED HUMAN RESOURCE DEVELOPMENT

Higher Education South Africa transformation colloquium

Univen's contribution to the Higher Education South Africa transformation colloquium provided valuable input into the transformation journey of historically disadvantaged institutions in the country. The Univen delegation consisted of members of Council, management, the student affairs directorate and the Student Representative Council.

Strategic planning with the Department of Higher Education and Training, Higher Education South Africa and transformation colloquiums

The Vice Chancellor attended a strategic planning session hosted by the Minister of Higher Education and Training, Dr Blade Nzimande.

The Chairperson of Council, Shirley Mabusela, in her capacity as Chair of the Education Training and Development Practices SETA, also attended.

Other stakeholders included the head of the portfolio committee, the deputy minister, the director general and senior officials of the department, other vice chancellors, chairs and chief executive officers of SETAs and chief executive officers and principals of further education and training colleges.

Integrated transformation plan

In the review year Council approved a new integrated transformation plan. The plan is an important enabler of the Univen Strategic Plan for 2012 to 2016.



FINANCIAL SUSTAINABILITY

The university's high premium on financial sustainability was enhanced during the 2013 reporting year - through prudent financial management, conservative budgeting and the generation of a modest annual surplus.

Univen once again received an unqualified audit for 2013 and attained a surplus of more than R79 million.

Focus was on expanding all three income streams - government subsidy, students' fees and donor funding - as well as closely monitoring, managing and controlling expenditure. This resulted in a reduction of Univen's current and

future debt liability and an increase in annual surplus and investments.

Financial policies have been reviewed and a number of these have been collapsed to ensure ease of use and the elimination of the risk of contradicting policies. The External Auditors, Sizwe Ntsabula Gobodo, were reappointed for the 2013 audit. PricewaterhouseCoopers was also appointed to conduct a VAT review and provide training for the accountant responsible for VAT input and output.

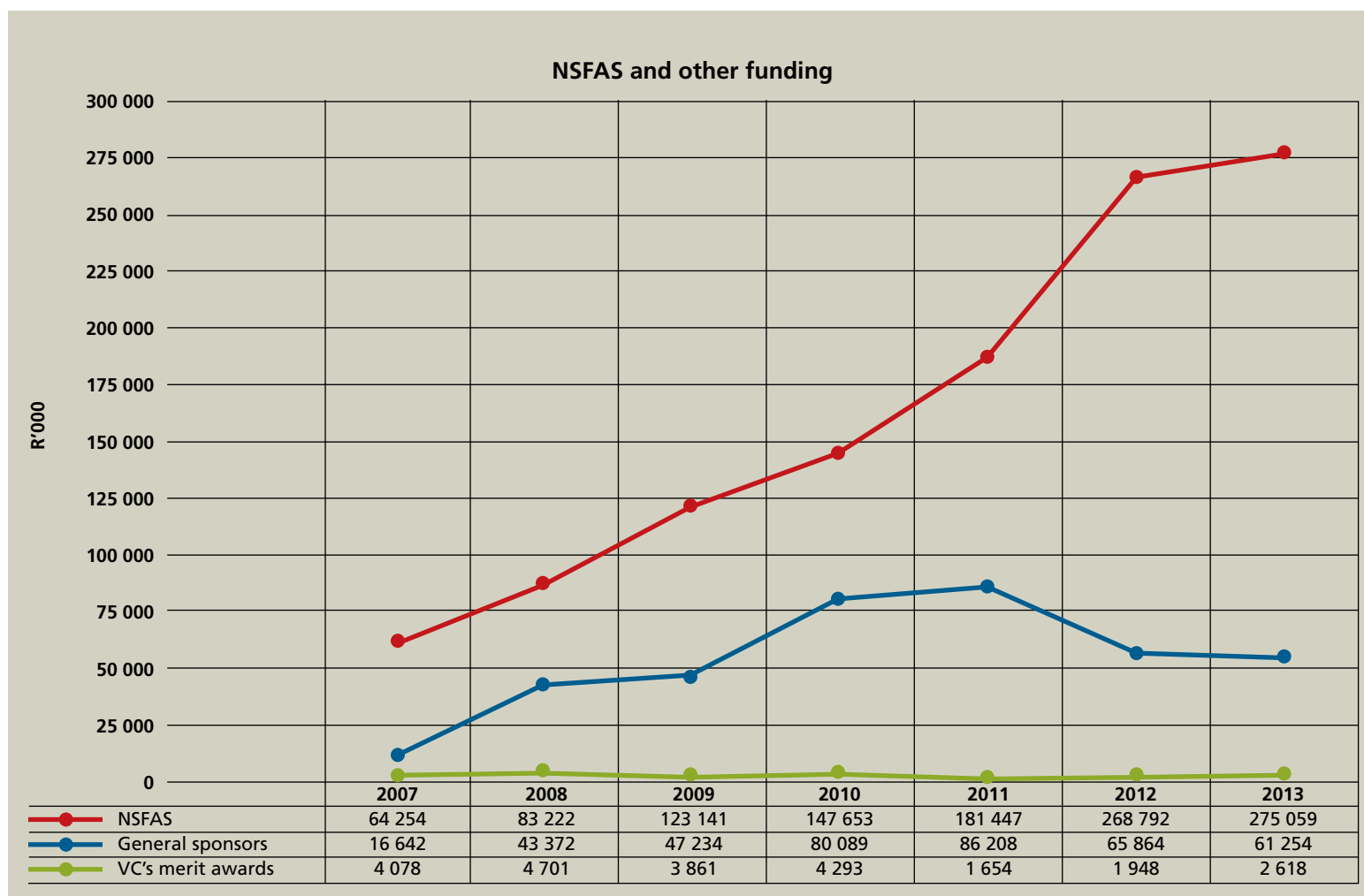
An amount of R14 522 054.22 was paid out to employees for leave days accumulated pre-2010.

This significantly reduced liabilities, which were growing annually as a result of salary increases and progression of employees.

It resulted in a significant decrease in the leave accrual liability in the financial statements of the university.

Bursaries for students

Univen again succeeded in securing substantive bursaries for many of its students. The majority of funding was derived from the National Student Financial Aid Scheme.



Univen Income Generation Centre

Univen's Income Generation Centre has huge potential to compete with similar fundraising companies established by South African universities. In 2013 there was a significant increase in the financial standing of the centre, largely due to the National Skills Fund funding which amounted to R26 million.

2012		2013	
Name of project	Amount	Name of project	Amount
Catering and clothing course	67 000	Catering and clothing course	39 500
CSIR Safipa	500 000	Geographic information system	259 675
Geographic information system	305 800	Proof reading and editing	33 650
National Visa Centre	867 000	Joint Education Trust education services Maths training	117 563
Proof reading and editing	40 621	Kutama project	660 961
Vhembe District Municipality training	24 000	National Skills Fund training	5 923 604
Capricorn Municipality training	104 676		
Car wash	6 995		
Total	1 916 920		7 034 953

Revenue increased from just under R2m to over R7m. This is an indication that the centre is positioning itself as a real third stream income for the university.

The centre offers these short courses, either through the company or its partners -

- New Venture Creation Learnership Programme
- Geographical Information System
- Catering and Food Preparation
- Clothing and Pattern Design
- Bricklaying and Plastering
- Plumbing
- Animal Production
- Plant Production
- Finance Management
- Mentoring
- Cooperative Governance
- Motor Mechanic and Welding



INTEGRATED HUMAN RESOURCE DEVELOPMENT

Focussing on human resources administration, staff development and employee assistance support, Univen undertook an extensive exercise in 2013 to review its human resource management. The project was prioritised in three groups – attracting high quality professional academic staff, determining further needs and critical support functions.

Alexander Forbes Health was appointed as health care consultants to the university's medical aid schemes. Following a tender process for staff CV's and qualifications verification, Lexis Nexis was appointed.

Age group	2010 Staff headcount	%	2011 Staff headcount	%	2012 Staff Sheadcount	%	2013 Staff headcount	%
21-22	3	0.34%	0	0.00%	0	0.00%	1	0.11%
23-24	6	0.67%	7	0.78%	4	0.44%	4	0.43%
25-29	55	6.19%	50	5.59%	55	6.00%	62	6.60%
30-34	72	8.10%	79	8.83%	80	8.72%	88	9.36%
35-39	116	13.05%	99	11.06%	99	10.80%	91	9.68%
40-44	147	16.54%	154	17.21%	144	15.70%	139	14.79%
45-49	177	19.91%	164	18.32%	148	16.14%	145	15.43%
50-54	158	17.77%	163	18.21%	170	18.54%	177	18.83%
55-59	89	10.01%	96	10.73%	108	11.78%	122	12.98%
60-65	52	5.85%	65	7.26%	82	8.94%	81	8.62%
65-	14	1.57%	18	2.01%	27	2.94%	30	3.19%
Grand Total	889	100.00%	895	100.00%	917	100.00%	940	100.00%





Staff capacity

The year under review saw an increase of academic staff members with PhD degrees - from 103 in 2012 to 116 in 2013. The decline in teaching staff members with masters or only honours degrees is largely due to existing staff improving their qualifications by utilising academic support opportunities to further their studies.

Staff qualifications

Qualification type	2009	2010	2011	2012	2013	% Change: 2012 - 2013
Doctoral degree	107 (36%)	104 (32%)	103 (32%)	103 (31%)	116 (34%)	12.62%
Honours degree	36	38	47	45	43	-4.44%
Masters degree	144	148	156	160	157	-2.50%
Other	14	31	19	21	21	0%
Total	301	321	325	329	337	2.43%

Staff at lecturer level increased from 157 to 165, while staff numbers at the higher post levels remained stable.

Academic staff structure

Position	Qualification	2009	2010	2011	2012	2013	Total 2013
Professor	PhD	23	24	27	22	23	23
Associate professor	PhD	24	20	19	23	23	27
	Masters	3	2	4	4	4	
Senior lecturer	PhD	40	48	47	44	48	77
	Masters	21	29	28	26	24	
	Honours	2	3	5	5	5	
Lecturer	PhD	20	12	8	14	22	165
	Masters	115	116	123	125	120	
	Honours	14	23	16	18	23	
Junior lecturer	Masters	5	1	1	5	8	42
	Honours	28	27	29	25	22	
	Other	3	7	10	13	12	

Staff development

A comprehensive Univen staff organogram was approved by Council in 2013. To streamline disciplinary hearings, the Appeals Committee was disbanded.

In the year under review Univen awarded staff members for 10, 20 and 30 years of service. A financial incentive for a long service award was paid to eligible employees with their end of the year salaries.

Univen appointed Prof Edward Nesamvuni as the university registrar. He assumed duty on 1 July 2013.

On 4 November 2013 Univen appointed Prof Jan Crafford as Deputy Vice Chancellor: Academic. He assumed duty on 2 January 2014.

New staff members participated in two induction programmes during the first and second semesters of 2013.

A total of 36 staff members completed academic qualifications in the review year.

Qualification	2012	2013
Diplomas	5	6
Degrees	4	3
Honours	4	2
Masters	8	15
Doctorates	8	10
Total	29	36



An overall amount of R101 000 was paid as financial incentive in recognition of improved qualifications. More than R9m was paid to staff members and their dependents as remission of fees for 283 approved applications.

Five staff members were funded for overseas training programmes and two are currently engaged in international academic PhD degree programmes with a substantive part of the funding derived from international capacity development partnerships.

Two staff members were placed in externally funded international fellowship programmes. One participated in a staff exchange at Lund University in Sweden and another on a Fullbright Scholarship in the Field Museum of Natural History in Chicago, USA.

Staff training

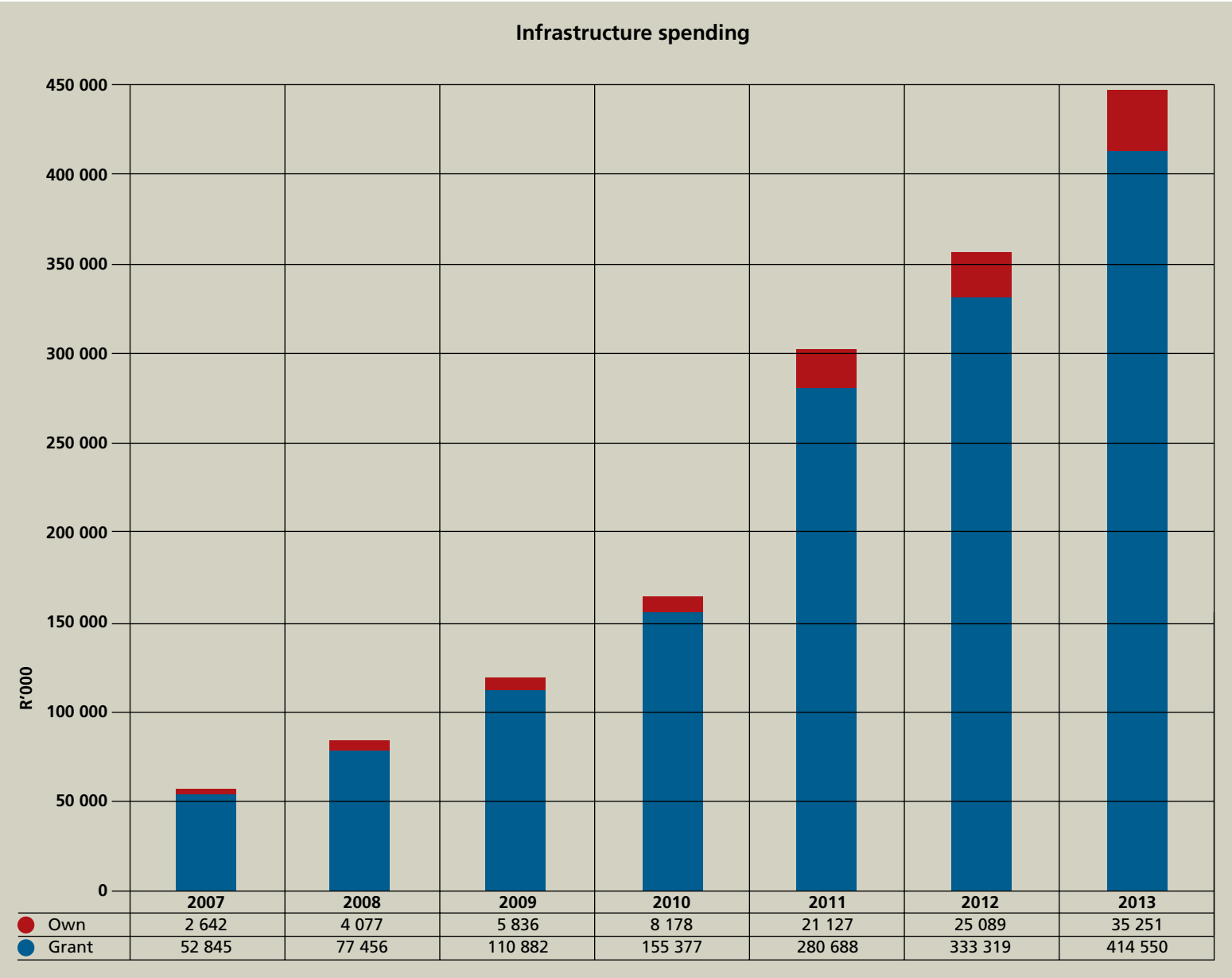
Training conducted	Participants
Leadership and management development fellowship exchange programme	2
International training	4
Employee capacity building and skills enhancement	340
International fellowship programme	2
Internship programme	37
TOTAL	386



INFRASTRUCTURE AND INFORMATION TECHNOLOGY DEVELOPMENT

An important part of the university's transformation process is the development and maintenance of adequate physical and information technology infrastructure.

PHYSICAL INFRASTRUCTURE



These infrastructure projects were completed during the period under review -

Project and value	Status December 2013
Department of Higher Education and Training infrastructure grant (2006 – 2010): R206m + R9m by Univen	
New Life Sciences building - R26,878m	Completed
New student administration building - R26,878m	Completed
Refurbishment of library - R 17,177m	Completed
New lecture halls (E-block) - R 45,479m	Completed
Environmental Sciences building extension - R 18,395m	Completed
Renovations to Physical Sciences building - R 6,089m	95% completed
Department of Higher Education and Training infrastructure grant 2010/2012 – R77m + R10m by Univen	
New female student residence - R41,351m	Completed
New School of Education (phase 1) - R23,445m (construction underway)	70% completed
Extension to School of Agriculture - R 23,999m (construction underway)	90% completed
School of Health Sciences nursing lab - R 6,000m (construction underway)	90% completed
2010/2011 Council funded projects - R 25,5m + R10,364m recovery funds balance	
Upgrade of 40 houses - R7,0m	Completed
Upgrade of student cafeteria - R 5,35m	100% completed
Water storage and supply upgrade - R 9,90m	Completed
Paving road to School of Agriculture - R 5,35m	Completed
Research conference centre - R5,40m	85% completed
Electrical infrastructure refurbishment - R 2,17m	Completed
Walkways and piazza at library - R 4,05m	Completed
New office complex - R 10,86m	85% completed
2011/2012 Council funded projects	
Standby generators - R 11,003m	Completed

Campus Health Clinic - R 10,000m	Bulk earthworks 100% completed. Building work contractor appointed
Abattoir and upgrading of piggery, rooster houses feedlot - R 10,0m	On tender stage
New community training centre - R 10,000m	Bulk earthworks 100% completed. Building work contractor appointed
2013/2014 Council-funded projects (R7m)	
Construction of new swimming pool – R2.5m	On tender stage
Construction of new 3 x sports fields and upgrading of existing – R4.5m	On tender stage
Department of Higher Education and Training funded projects 2012/2013 – 2014/2015 (R305,279m + R34,465m by Univen)	
Extension to Disability Unit and walkways, ramps - R11,229m	Design approved and tender advertised 1st quarter 2014
New Health Sciences Building - R43,053m	Design approved and tender advertised 1st quarter 2014
Two student residences R147,771	Design approved and tender advertised December 2013
Phase two School of Education - R36,702	Design approved and tender advertised December 2013
School of Human and Social Sciences (African Languages) - R17,615	Revised design approved, tender to be advertised 1st quarter 2014
Well-founded Laboratories and goat enclosure Agriculture – R9.151	100% completed
Infrastructure backlog R 70,223m	
Student entertainment centre – R25m	Design approved and tender advertised 1st quarter 2014
Auditorium ceiling – R4.7m	75% completed
Phase 1 Roads and parking – R10.207m	60% completed
Life Sciences fume cabinets – R4.4m	60% completed
Phase 2 Roads and parking	Design approved and tender to be advertised 1st quarter 2014
Upgrade of water storage and supply	Design approved and tender to be advertised 1st quarter 2014



Life and Chemical Sciences building



Extension to School of Environmental Sciences



New lecture hall complex



New student admin building



New female student residence



School of Education phase I



Extension to School of Agriculture



Clinical training lab - School of Health Sciences



Extension to student cafeteria



Research conference centre



Office complex



Community training centre



Campus clinic



Auditorium upgrade and ceiling replacement



Roads and parking phase 1



New Nguni cattle enclosure

New major infrastructure projects approved

New infrastructure projects which were approved in 2013 included:

- New School of Health Sciences building
- Phase 2 of the School of Education building

Maintenance

A monthly works quantification register was implemented as part of heads of departments' monthly reports to indicate quantities of itemised work completed.

An electrical and mechanical infrastructure maintenance plan was also implemented.

INFORMATION TECHNOLOGY DEVELOPMENT AND MAINTENANCE

With the completion of the 300mbps broadband capacity to Univen, the focus moved towards the introduction of new technologies and maximising information technology.

This led to the development of an integrated information and technology master plan which will turn Univen into a smart campus. The concept has been approved by Council and a five-phase implementation process has been initiated.

Univen has procured the latest administrative version Integrator 3, has contracted Microsoft to implement Office 365 and started preparation to move its e-mail platform to the cloud.

At the same time, evaluation has been completed for a new academic learning management system to be implemented in 2014. Council also

decided to lease instead of purchase computers to improve cash flow.

To date, the university has been connected to the SANReN back-end at a capacity of 300 mbps. This wireless network offers two routes, one to the high site at Haenertsberg near Turfloop and another via Makhado to the University of Limpopo, which serves as the peering point.

The staff network is still connected to Telkom's synchronised digital hierarchy with a total capacity of 30mbps. The total consumption by staff members is in excess of 30mbps per day and this situation will be resolved when the staff network is moved to the SANReN connection.

To ensure that the Information Communication Technology Department provides high-quality and cost-effective service to the university

community, the university embarked on the Smart-Campus project.

The first two phases of the project were to stabilise both the information communication technology and the business environment. The project ensures that existing infrastructure continues to meet the computing needs of university staff and students with minimal disruption.

Activities ranged from ensuring that the physical condition of the server room is improved and that services like e-mail and internet access are not disrupted.

This process also prepared the upgrade of some of the systems to the current versions and to be moved to newer, cost-effective offerings like cloud computing.





QUALITY OF STUDENT LIFE AND STUDENT ACADEMIC ADMINISTRATION

STUDENT GOVERNANCE

Student governance remains vibrant and student leaders have taken up the opportunities for training and development. The first student parliament sat from 3 to 7 April 2013 and accepted substantive resolutions which laid the foundation for policy review.



Vice Chancellor delivers keynote address at Student Representative Council conference

Delivering the keynote address at the Student Representative Council's annual student conference, Univen's Vice Chancellor and Principal, Prof Peter Mbatia focused on student leadership in contemporary South Africa and the importance of constructive engagement in repositioning the university as a leading higher education institution.

The Student Representative Council President emphasised that he would only preside over a corrupt-free council. Certificates were awarded to the outgoing leadership in recognition of their role as members of a generally well-managed council.



Student Representative Council president inaugurated

The new president of the Student Representative Council was inaugurated on 1 March 2013 – sworn in by High Court Judge Tshifhiwa Maumela.

QUALITY OF STUDENT LIFE

The Directorate Student Affairs drives the enhancement of the quality of student life. This ensures that the major internal client of the university - the student - is in the centre of all learning activities on campus.

Critical to student development is university experience outside the lecture and seminar rooms.

The performance of students is linked to the environment in which they find themselves - inclusive of the social, psychological, emotional, cultural, recreational, health and housing needs.

Support for lesbians, gays, bisexuals, transgender and intersex

In the year under review, a qualitative survey on the advocacy for lesbians, gays, bisexuals, trans-gender and intersex people was conducted. The aim was to overcome the stigma and discrimination through knowledge generation and discussions and raise societal support for such students. The survey resulted in the university being nominated as one of the 12 institutions to render support for this programme.

Arts, cultural and sporting activities

A total of 727 students participated in regional and national levels in art, cultural and sporting activities like dance, drama, poetry, hip-hop, choir, buhle-bamaswati, athletics, tshigombela, football, cricket, volleyball, basketball, chess and tennis.

Soccer

Two of Univen's 12 soccer teams participated in the SAFA Vhembe Castle League and USSA games. Outstanding performance secured one of the teams, funded by Absa, a second position in the league.



Rugby

The Univen male rugby team – the Killer Bees - and the female team - the Crocodiles – participated in provincial league fixtures. A female player, Lufuno Kutama, is a member of the Springbok national development team.

Adapted sports

Univen's Sport and Recreation Unit takes cognisance of the need to create opportunities for participation in sports for students with disabilities. A partnership with the Tshilidzini Special School for adapted sport saw two Univen students being selected to the Nedbank national championship for the physically disabled. They were part of the provincial team that represented Limpopo in Gauteng.

Chess

The university bought six garden chess sets for the Univen Chess Club.

Univen choir

The Univen choir participated in the South African Tertiary Institutions Choral Association competition, taking second position out of 18 universities in the category for own choice piece and third position in the African category.



Univen Debating Fraternity

Debating remained vibrant in the 2013 financial year, with the Univen fraternity taking top position at a debating tournament where 10 universities participated.





Entrepreneurial Action – ENACTUS Univen the best in the annual South African national competition

Enactus Univen participated in the national competition, presenting two projects - Mulisa Wa Ndele (drop-in orphanage centre in Vuwani) and Sibasa Street Hawkers - a local economic development project which forms part of the Thulamela municipality's integrated development plan. This project was rated as the most economically, socially and environmentally impacting project in South Africa.



Students initiate cleaning campaign

The Housing Representative Council organised a campaign to clean up residences and the campus.



Campus Health

During the review year, the number of students who received primary health care from Campus Health increased from about 8 200 in 2012 to more than 9 600 in 2013. There was also an increase in the number of students who participated in HIV/AIDS programmes. A total of 4 455 students, compared to 4 129 in 2012, participated in these programmes. Five support group meetings for HIV/AIDS infected students were organised with 48 students attending.

Student Academic Administration

The Student Academic Administration Department manages and co-ordinates the admission, enrolment, examination and certification of students.

In 2013 the university changed the student academic administration from a manual to an online e-technology system. Students can now register online, on and off- campus. A total of 350 personal computers were used during registration, with seven student card printers installed in different venues for students to get their student cards immediately after registering.

The system allowed online registration off-campus for students with internet access. Registering took maximum ten minutes and 95% of students registered online during the year under review. An electronic payment system was installed, enabling students to pay fees using a debit or credit card. The Click-to-Pay system from Mobile Cash is fully integrated into the integrated tertiary software system. Bank clearance is done automatically and the student account is updated immediately.

Security

Univen's campus protection services maintain a close working relationship with the South African Police Services in the Thulamela Municipality and all other law enforcement agencies. Crime related reports and statistics are routinely exchanged. A total of 68 CCTV cameras are on campus and are operational. The control room is manned 24 hours per day. To strengthen patrol, two additional patrol vehicles were purchased in 2013, together with quad bikes, bicycles and other security vehicles.



THE COUNCIL FACE OF UNIVEN



COUNCIL MEMBERS





**Vho-Thovhele
MJ Masia**



Mr SM Ravhuanzwo
(Deputy Chairperson)



Dr LR Kone



Dr NB Nthambeleni

Convocation representation
on Council

Donor representation



Mr SP Mofokeng



Ms T Khosa



Ms MG Lamola



Mr NA Mutoti

Academic employees
representation

Service employees
representation



Dr LJ Phahlamohlaka
Council for
Scientific and Industrial
Research



**Khosi Vho-
NW Tshivhase**
Local Traditional
Authority



Ms NG Mahosi



Mr RB Mulovhedzi

Student Representative
Council representation

Administrative employees
representation



**Prof MN Phaswana-
Mafuya**
Human Sciences
Research Council



Mr KR Madzhie
SA College Principal's
Organisation



Ms FA Muthambi
Business Unity
South Africa



Prof HC Sadza
Women's University
in Africa

Thulamela Municipality
representation

Council designated
body representation

THE MANAGEMENT FACE OF UNIVEN



ACADEMIC STRUCTURE





**Deputy
Vice Chancellor:
Operations**
Dr Jannie J Zaaiman



**University
Registrar**
Prof Edward Nesamvuni



**Director:
Finance**
*Nthanyiseni
Dhumazi*



**Director:
Human
Resources**
*Justice Tshililo
Manenzhe*



**Director:
Information
Technology**
Joel Vele



**Director:
Facilities
Management**
*Hulisani
Nesane*



**Director:
Safety and
Security**
Vacant



**Director:
Univen
Income
Generation
Centre**
*Dr John
Mudau*



**Deputy
University
Registrar**
*Humphrey
Mugwedi*



**Director:
Student
Affairs**
*Simon
Nedohe*



**Head:
Committee
Administration**
Martha Lewis



**Director: Institutional
Planning and Quality
Assurance**
Prof Thina Ngobeli



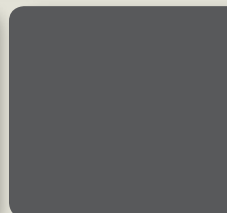
**Director:
International
Relations**
Cornelius Hagenmeier



**Director:
Communications
and Marketing**
Takalani Dzaga



**Director:
Office of the Vice
Chancellor**
Vacant



**Director:
Legal Services**
Vacant

COUNCIL STATEMENT ON CORPORATE GOVERNANCE





THE Council of the University of Venda operates under the principles of accountability, integrity and openness as expressed in the King Report on corporate governance. The Council is aware of its responsibilities as required by the Higher Education Act, 1997, Act 101 of 1997. It is intent on governing the university as a public body, committed to becoming a centre of excellence.

The Institutional Forum

The Institutional Forum has, since its establishment, been engaged in an advisory role in various activities on campus such as the appointment of the Vice Chancellor and approval of the senior management structure.

The members were elected from internal and external constituencies. These constituencies are represented by three of their members each in the Institutional Forum -

- 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 -

Council	Ms ST Baloyi (Chairperson) Mr KR Madzhie Mr MP Kgobe
Management	Mr NJ Vele Prof VO Netshandama Prof DT Ngobeli
Senate	Dr PK Chauke Dr MP Mulaudzi Adv MK Malepe
Academic staff	Dr NE Phaswana Ms KG Morwe Vacant
Convocation	Mr LR Mudzanani Mrs TY Mudau Dr PE Matshidze

Administrative staff	Ms T Matshotshi Ms OM Ramaboe Mr K Mphidi was later replaced by Mr BL Makhado
Service staff	Mr NR Marumo Ms NE Masala Mr KG Mathelemusa
Student Representative Council	Mr MD Mokobodi Mr E Tshihwilihwili Mr W Shivhambu

All participants on the Institutional Forum 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 -

- The Chairperson – Ms ST Baloyi
- The Deputy Chairperson - Adv MK Malepe
- The Secretary to the Institutional Forum - Ms KG Morwe
- Three additional members
Prof VO Netshandama
Mr LR Mudzanani
Vacant

The functions of the Institutional Forum are to -

Advise Council on issues affecting the institution, including:

- implementation of the Higher Education 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; and
- the fostering of an institutional culture which promotes tolerance and respect for fundamental human rights.

Perform such other functions as determined by Council.

The constitution of the Institutional Forum was duly submitted to Council for their approval and meetings of the Institutional Forum have been held in accordance thereto.

The Council

The Council consists of people elected in accordance with the University of Venda Statute of 2011. The ratio of non-staff (outside) members to that of staff and student members is 60% to 40%. This is to ensure objectivity as well as stakeholder participation in university governance.

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

- Executive Committee of Council
- Executive Management Remuneration Committee

- Appeals committee
- Audit Committee
- Finance Committee
- Senate
- Human Resources Committee
- Student Affairs Committee
- Bid Adjudication Committee

These committees normally meet four times per year, prior to Council meetings and submit reports for consideration at each ordinary meeting of Council and make appropriate recommendations to Council within their spheres of operation. The Executive Manage-

ment Remuneration Committee meets only when necessary to consider matters related to the remuneration of executive management.

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

Executive Committee of Council

The Committee's responsibilities are to -

- Advise Council on matters of policy.
- Make decisions on behalf of the Council on urgent matters, provided that any such decisions are ratified by the Council at its next meeting.
- Consider and make recommendations to Council on the reports of all Council Committees.
- Advise Council on any matter which it deems expedient for the effective and efficient management of the university.
- Perform such other functions as the Council may determine.

Executive Management Remunerations Committee

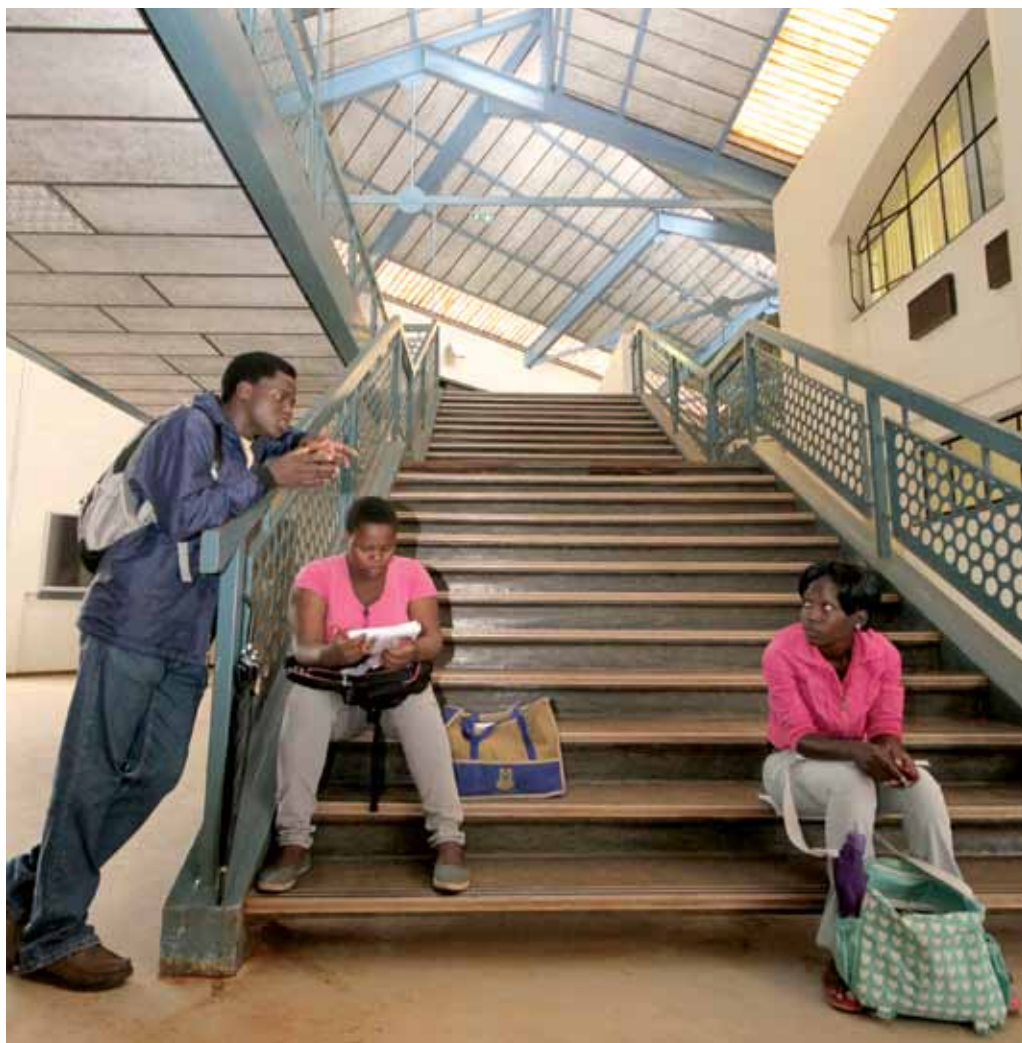
This Committee consists of members of the Executive Committee of Council who are not staff members of the university, to avoid conflict of interest in decision making.

The Committee's responsibilities are to -

- 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.

Appeals Committee

The Appeals Committee is responsible for the hearing of appeals of staff and students against the findings and sentences of disciplinary hearings.





Audit Committee

A Auditors and external audit

The Committee's responsibilities are to -

- Consider the appointment and retention of the external audit function and deal with matters regarding their dismissal and resignation.
- Evaluate the independence, objectivity and effectiveness of the external auditor and consider any non-audit services rendered by such auditors as to whether this materially impairs their independence.
- Monitor the performance and effectiveness of the external auditor and to make recommendations to the Council concerning their re-appointment every year.
- Discuss and review, 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.
- Negotiate procedures, subject to agreement, beyond minimum statutory and professional duties. There are certain minimum procedures required from the external auditors which are not negotiable.
- Agree to the timing and nature of reports from the external auditor.
- Consider any problems identified in the organisation as a going concern or statement of internal control.
- Make suggestions as to problem areas which the audit can address.
- Consider any accounting treatments, significant unusual transactions, or accounting judgements, which could be continuous.
- Review accounting and auditing concerns identified as a result of internal and external audits and satisfy itself that these are being properly followed up.
- Consider whether any significant ventures, investments or operations are not subject to external audit.
- Review the overall audit role to explore objectives, minimise duplication, discuss implications of new auditing standards and ensure that the external audit fee will sustain a proper audit and provide value for money.
- Obtain assurance from the external auditor that adequate accounting records are being maintained.
- Monitor the implementation of agreed audit-based recommendations.
- Ensure that all significant losses have been properly investigated and that the internal and external auditors have been informed.
- Review and advise the Council on risk management control activities undertaken by the university executive, with a view to ensuring that the university is managing all forms of risk effectively and adopting best practice in risk management in general.



Further specific functions may be defined as -

B Financial statements

The Committee examines and reviews, in conjunction with the Finance Committee, the annual financial statements, focussing on, among others -

- The implementation of new systems
- Tax and litigation matters involving uncertainty
- Any changes in accounting policies and practices
- Major judgemental areas
- Significant adjustments resulting from the audit and its efficiency
- The basis of going concern determination
- Funding adequacy
- Internal control
- Compliance with accounting standards and legal requirements
- Compliance with financial conditions of loan agreements
- Major adjustments processed at year-end

C 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 to provide an objective overview of the operational effectiveness of the university systems of internal control and reporting. This includes -

Internal control

- Clarification of internal audit and external audit efforts.
- Reviewing the effectiveness of the university's systems of internal control, including internal financial control and business risk management.
- Reviewing the safeguarding of the university's assets against unauthorised use or disposal.
- Reviewing 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, including any significant differences of opinion between management and internal audit and monitor the implementation of agreed audit-based recommendations.
- Directing and supervising investigations into matters within its scope.
- 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 discharging of its responsibilities relating to the governance of information technology (King III Section 5.7).

Internal audit

- Recommending to Council the appointment and retention, dismissal or reassignment of the internal audit function.
- Annually evaluating the independence, effectiveness and performance of the internal audit unit, and making recommendations to Council concerning the re-appointment of internal audit, where appropriate.
- 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 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.
- Assessing the adequacy of performance of the internal audit function, and 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.

D Compliance with legislation

The Committee must review Council's compliance with the statute, laws and regulations.

E Ethics

The committee is responsible for -

- Monitoring the ethical conduct of the University Council, its executives and senior officials.
- Reviewing any statements, standards or requirements on business ethical standards and assisting in developing such standards and requirements.
- Reviewing and monitoring compliance with the relevant statute, laws and regulations.
- Making recommendations on any potential conflict or materially questionable situations.
- Reviewing and monitoring environmental and social issues.
- Making recommendations on any potential conflict or materially questionable situations.



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 available to the university 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 policies governing the levels of these fees.
- Recommend to Council the appointment of the university bankers, investment managers and financial advisers.
- Approve the classification of specific debts as irrecoverable.
- Monitor the insurance arranged to cover the university's property and liabilities.
- Approve the annual salary adjustments of staff.

Human Resources Committee

The committee's responsibilities are to -

Recommend to Council on human resources policy matters, including but not limited to:

- 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
- advising the Council on any matter which it deems expedient for the effective and efficient human resources management of the university.
- making recommendations to Council on the delegation of authority to line managers.
- recommending to Council on all new and revised human resources and employment equity policies.
- monitoring and evaluating the implementation of Council-approved human resources and employment equity policies.

Student Affairs Committee

The Committee's responsibilities are -

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



Bid Adjudication Committee

The Committee's responsibilities are to -

1. Review tenders and expressions of interest for all procurement activities in excess of the university's procurement thresholds.
2. Review the assessments undertaken by the Bid Evaluation Committee for all tender responses and where required:
 - query discrepancies
 - request supporting documentation, more information or clarification if necessary
 - review recommendations provided by the Bid Evaluation Committee for all tender processes and where required amend, reject or endorse any recommendation(s)
3. Provide recommendations for all responses to tender to the Council.

The Senate

For all academic activities Council is advised by the Senate of the university. It is Senate that recommends to Council for approval, all academic and related issues to enable Council to have complete control and management of activities of the university.

In 2013, all Council Committees fulfilled their mandated responsibilities to the satisfaction of Council.

Statement on conflict management, work and student participation and ethics

The university has a grievance procedure manual which facilitates conflict resolution among members of staff. The Council-approved code of conduct and code of ethics also facilitate good working relationships among staff members.

The university relates to staff through their staff

structures, for example academic, administrative and service staff representatives. Students have a Student Representative Council which interacts with management on a regular basis. The Student Representative Council is represented on the Council, on the Student Affairs Committee and on other academic and administrative structures.

Students are represented in 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.

Participation of students and workers in the business of the university in the financial year was satisfactory.





REPORT OF THE INSTITUTIONAL FORUM



THE Institutional Forum at Univen is fully operational. It meets regularly as scheduled or when the need arises. In 2013 it dealt with, among others, these matters -

Appointment of university registrar

The forum identified and recommended candidates for possible shortlisting for the position.

Renewal of the term of office of the Deputy Vice Chancellor: Academic and the Deputy Vice Chancellor: Operations

The forum nominated a representative on the Council Tenure Committee. It did support the recommendation by the Council Tenure Committee that the contract of the Deputy Vice Chancellor: Operations be renewed for a second

term on condition that there is no extension of contract after the retirement age of 65 years.

Nomination of the Institutional Forum representative on the university's Employment Equity Forum

The forum elected a representative to serve on the Employment Equity Forum.

Appointment of Deputy Vice Chancellor: Academic

The forum approved the procedure document, flow of activities and advertisement for the appointment of the Deputy Vice Chancellor: Academic, nominated three representatives to serve on the search committee and recommended three candidates for possible shortlisting.



REPORT ON INTERNAL ADMINISTRATIVE AND OPERATIONAL STRUCTURES AND CONTROLS





THE Council, operating through its Audit and Risk Committee, provides oversight on business processes, including financial reporting. The Risk Management Committee, which meets quarterly, reports to the Audit and Risk Committee.

The Occupational Health and Safety Committee and the Information Communication Technology Steering Committee report to the Risk Management Committee.

Council approved a new integrated information communication technology master plan to phase in state-of-the-art information systems, utilising modern information technology. The control of these systems will be closely scrutinised and procedures implemented to minimise the risk of fraud and error. Univen affected full online registration and online payment from 2013 onwards and testing was successfully completed on online application for implementation in the near future.

Internal Audit

Previously Univen had outsourced its internal audit function to PriceWaterhouseCoopers. In the reporting year the Audit Committee approved a co-sourced model and a Director: Internal Audit, supported by an outsourced internal audit function, was approved.

PriceWaterhouseCoopers was re-appointed to continue to render internal audit services for a further three years.

Internal Audit monitors the operation of internal control systems and reports findings and recommendations to management, the Audit and Risk Committee and the Council. Corrective actions are taken to address control deficiencies and other opportunities to improve the systems. The executive management manages the internal audit register, attending to urgent matters reported to the Audit and Risk Committee.

External audit

After a public tender process, Sizwe Ntsaluba Gobodo was appointed as external auditors from 2013. The organisation carried out its activities in accordance with general auditing standards and the Public Audit Act, 2004 (Act No. 25 of 2004). Its audit sphere includes -

- The statutory audit of the university,
- Audit of higher education information management system data, and
- National Research Foundation audit requirements.



Information and communication technology

An information communication technology master plan to enhance the Smart Campus Project

Due to the challenges with the information communication technology environment, including instability of the hardware in the server room, the Information Communication Technology Department embarked on the stabilisation of the environment while preparing for the upgrade to the latest technology.

Both departmental staff and engineers from Microsoft, Cornastone and AdaptIT participated in developing a new information communication technology master plan leading to the Smart Campus Project. The project will be implemented in five phases -

- **Phase 1:** Emergency intervention - stabilisation and information technology infrastructure design
- **Phase 2:** Stabilisation - business stabilisation and application upgrades
- **Phase 3:** Re-deployment
- **Phase 4:** New applications
- **Phase 5:** Skills development

To guarantee confidentiality, integrity and availability of the university's data, a server room access control and environmental policy was developed.

An electronic payment system has been installed to enable students to pay their fees, using debit or credit cards over the internet. The project is being rolled out and is expected to be completed in early 2014, changing the mobile computing behaviour of academics.

Human resources

The Human Resources Department is a critical arm of university business, encompassing recruitment and retention of well-qualified, competent and committed staff.

In the financial year 68 staff policies were reviewed. Council approved the -

- guidelines for career pathing
- guidelines on match and place
- policy on performance management
- policy on special leave for members of executive management
- disciplinary code for staff
- revised conditions of service

- policy on long service awards
- encashment of accumulated leave
- university organogram

Four staff members went overseas for training and two staff members were placed in fellowship programmes abroad. A total number of 149 staff members attended courses in assessor, moderator and curriculum development training.

During the year under review, 36 staff members improved and completed their qualifications. This included 15 masters and 10 doctoral degrees.

As far as the remission of fees is concerned, 283 applications were approved. A total of 386 staff members underwent training.

Univen recruited 25 full-time staff members and 133 part-time academic staff. The department also facilitated the recruitment of one post-doctoral fellow and 46 adjunct professors/professors of practice.

To align the university's organisational structure with the strategic direction approved by Council in the review year, the entire university's organisational structure was reviewed. An integrated transformation plan was approved as an enabler of the Univen strategic plan for 2012 to 2016.

Institutional infrastructure development plan

During the reporting year a long term infrastructure master plan which guides future developments on the campus was developed. The campus is divided into four segments - agriculture, residences, academic area and sports fields/community sharing facilities.

Numerous infrastructure projects were completed.

Univen has a well-defined supply chain management process which includes bid specification, bid evaluation and bid adjudication committees, with Council ratifying the decisions of the Bid Adjudication Committee.

The Facilities department identified 20 critical backlog and major refurbishment projects to





the value of R14, 359,000 for which Council approved full funding. Some of the projects were completed in 2013 and the remainder will be completed in 2014.

For maintenance, a monthly works quantification register was introduced and implemented in the review year. A designated electrical infrastructure maintenance plan and mechanical infrastructure maintenance plan were also implemented.

All Department of Higher Education and Training quarterly reports were submitted on time and the annual audited infrastructure project progress report was duly submitted to the Minister.

Financial matters

The Finance Department's monthly management financial reports provide details of the university's financial health and viability. The main topics covered are –

Cash flow management

Annual cash flow projection is monitored monthly. Quarterly cash flow reports are reviewed by the Audit Committees. The Audit Committee quarterly monitors financial performance.

Recovering of student debt

The university collects 95% of its revenue on an annual basis. In 2013 the collection was slightly less, due to the late payment by the National Student Financial Aid Scheme. To maximise the collection of students' debt, a debt collection company was appointed to collect the remaining 5%. The handover is done annually in May, covering the previous year's debts.

Report on risk exposure assessment and management

Univen's management continuously develops and enhances the university's risk identification and monitoring process. The Risk Management Committee monitors this quarterly, including the regular review of current and emerging risks as well as progress on identified risks. King III requirements have been integrated into the university risk register. Risk management forms a key performance area for every member of the Executive Management Committee.

Univen realises that risk management is an essential business imperative in higher education. Risk maturity determines the level of

maturity within the system and identifies gaps where performance may be enhanced. The executive will, therefore, continue to evaluate the university's risk management.

Occupational health and safety

With Univen's external consulting company, Aspirata, the Occupational Health and Safety Committee ensures that relevant legislation and regulations are adhered to during the construction phase of infrastructure projects, as well as with campus operational activities.

The Occupational Health and Safety Committee reports to the Risk Management Committee, which in turn reports to the Audit and Risk Committee on a quarterly basis.

During the year under review, 29 occupational health and safety representatives and 30 first aiders were trained, while 13 fire fighters were trained by the Thulamela Municipality.

There is continued improvement in the university's internal control environment and the Audit and Risk Committee is satisfied that initiatives taken by management to improve the control environment will continue in the future.





SUMMARY OF PREDETERMINED OBJECTIVES





STRATEGIC OBJECTIVE 1:

CONVERSION TO A COMPREHENSIVE UNIVERSITY

Key performance Areas	Key performance indicators	Targets 2013	Output 2013
Implementation of Department of Higher Education and Training approved size and shape.	Enrolment aligned to the prescribed size and shape for 2013-2014.	Enrolment target for first-entering students met.	<p>Enrolments per classification of educational subject matter category do not deviate by more than 2% from Department of Higher Education and Training mandate.</p> <p>Enrolments per qualification type do not deviate by more than 4% from Department of Higher Education and Training mandate. However, the projected headcount for first-entering student was 2 600, compared to 3 982 in 2013.</p>
	All programmes aligned to the higher education qualification framework policy.	All category A programmes aligned.	The total of 167 category A programmes were submitted and all now deemed aligned and accredited by the Council on Higher Education. 114 programmes are aligned to the Higher Education Quality Sub-Framework.
	A programme qualification mix reflective of the comprehensive mandate.	3% of enrolments in undergraduate diplomas and certificates.	Only 2,44% of enrolments in undergraduate diplomas and certificates, but set to increase in 2014 subsequent to 2013 approval and accreditation of new career-focussed qualifications.

STRATEGIC OBJECTIVE 2: ENHANCING THE QUALITY OF TEACHING AND LEARNING

Key performance Areas	Key performance indicators	Targets 2013	Output 2013
Success, throughput and graduation rates.	Increased student success rate.	Increase by 1% from 83,6%.	The degree credit success rate was 82,5% in 2011 and 83,6% in 2012. For 2013 it stood at 81,9%. This is, however, not final and is likely to increase with the 2013 the higher education management information system submission.
	Increased student throughput rate.	Increase by 2%.	<p>The latest fully comparable dataset is 2006/2007. In this period the throughput rate increased from 40,97% to 43,66%.</p> <p>Throughput rate is defined as the percentage of students graduating in minimum time + maximum two years. Since Univen degrees are partially four-year degrees it is appropriate to use this data set.</p>

Key performance Areas	Key performance indicators	Targets 2013	Output 2013
Academic support for students and staff.	Support system for students at risk.	Implement a student peer mentoring programme for 200 students at risk for first entering students.	96 mentors were trained in 2013 and 480 students benefitted as mentees.
	Support system for students with disabilities.	Provide assistive devices for students with disabilities.	<p>A designated area for students with disabilities was established in the library. Ten adapted computers and two Smart Views were installed.</p> <p>Learning materials were prepared in different formats for students with disabilities - 156 Brailled, 201 scanned and edited. Tests registry compiled for all test adapted.</p> <p>21 Students with various impairments were trained to use Plexitalk and Pearl reading camera and 4 blind students were trained on orientation and mobility. A total of 77 consultations for counseling were booked for students with disabilities.</p>
	Staff training in teaching and learning methodology in higher education.	70 academic staff participated and completed training (short courses) in curriculum development, supervision, facilitation and moderation.	116 Staff members completed training in curriculum development, facilitation and moderation.
	Teaching and learning policy implementation support.	Review three teaching and learning policies, assessment of student learning policy, monitoring and evaluation of teaching policy, teaching and learning policy.	The three policies were reviewed and served at school boards, the Senate Teaching and Learning Committee and a policy review workshop with relevant university stakeholders. Senate approval of final drafts in 2014.

STRATEGIC OBJECTIVE 3: ADVANCING THE RESEARCH AND INNOVATION MANDATE

Key performance Areas	Key performance indicators	Targets 2013	Output 2013
Increase research output.	Increased number of total research output units.	Increase the number of units from 76 units for 2010 to 138 units for 2011 research output.	Unaudited research output for 2013 stands at 164 units, reflecting an increase of 32.15 units from 2012. This is a significant increase far above the 77.18 units projected in the strategic plan 2012-2016.
	Increased number of staff with masters qualifications.	Increase number of staff graduating with masters degree by six.	Nine members of staff received masters qualifications, which is 50% more than projected.
	Increased number of staff with doctorate qualifications.	Increase number of staff graduating with doctorate degrees from 1 to 7.	Ten members of staff received doctorate qualifications.
	Increased number of masters students graduating.	Increase number of students graduating with masters degrees from 89 to 98.	99 Masters graduates in 2013.
	Increased number of doctorate students graduating.	Increase number of students graduating with doctorate degree from 9 to 10.	10 PhD graduates in 2013.
	Increased number of National Research Foundation-rated researchers.	Increase number of NRF rated Researchers from 14 to 16.	There were 16 National Research Foundation-rated researchers.
	Increased number of Professor Emeriti.	Increase number of professor Emeriti from none to two.	Two Emeriti (one in the School of Environmental Sciences and the other in the School of Mathematical and Natural Sciences) are in place.
	Increased number research professors.	Increase number of Research professors from none to one.	One research professor in place in the School of Mathematical and Natural Sciences. Efforts have been intensified to recruit seven other research professors.
	Increased number of Adjunct Professors.	Increase number of Adjunct Professors from none to 47.	Over 50 Adjunct Professors were recruited in 2013.
	Increased number of active researchers.	Increase number of active researchers to 167.	The number of active researchers increased to 190 researchers.



STRATEGIC OBJECTIVE 4:

INTEGRATION OF COMMUNITY ENGAGEMENT IN THE CORE BUSINESS OF THE UNIVERSITY

Key performance Areas	Key performance indicators	Targets 2013	Output 2013
Work integrated learning.	Experiential learning. Work integrated learning quality assurance process and oversight in place.	25% Work integrated learning aligned programmes. Approved student learning/ work integrated learning module development framework, Council approved policy.	Community engagement policy approved. Work integrated learning alignment process is linked with programme review at school/department levels and not much has been done. However, this is taking place on all new programmes. Robust work integrated learning discussions took place at school boards, committee meetings, including Senior Management Committee.
Partnerships with communities	Engagement of community members in the development of community based projects.	At least one community engagement and public participation programme	Community participation in more than 5 community based projects coordinated.
	Established interdisciplinary projects with communities.	At least one interdisciplinary partnership flagship.	Tshikundamalema community partnership programme initiated
	Partnership with government institution and or municipality, universities and government departments.	At least one partnership with government institution and or municipality.	School partnership programme initiated. Partnership with Department of Basic Education.

STRATEGIC OBJECTIVE 5: FINANCIAL SUSTAINABILITY

	Key performance indicators	Targets 2013	Output 2013
Financial health of the university.	Sound cash flow evidenced by annual increase in free cash.	10% annual increase in free cash reserves.	Free cash reserves increased from the 2012 value by 10,73%.
		Prepare and monitor annual cash flow plan in the previous year.	2013 annual cash flow plan was presented to the Finance Committee in March 2013. It was monitored and the cash flow was sufficient for the entire year.
	Student debtors recoverability increased.	95% of student fee revenue for the year is recovered by April the following year.	90% of 2013 student fees were recovered by the end of April.
	Approved annual budget.	Budget with a surplus is approved annually in November.	Budget was presented to Council in November 2013. Council approved the budget.



STRATEGIC OBJECTIVE 6: INTEGRATED HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

Key performance Areas	Key performance indicators	Targets 2013	Output 2013
Human resources development.	Acquisition of formal qualifications in teaching and learning.	To enrol 22 academics for a two-year postgraduate diploma in higher education in 2013.	3 Staff members completed postgraduate diplomas in 2013, 19 envisaged to complete in 2014.
		6 Academic staff members who have registered for masters degrees envisaged to complete in 2013.	15 Staff members completed masters degrees in 2013.
		7 Academic staff members who registered for PhD degrees envisaged to complete in 2014.	11 Staff members completed PhD degrees in 2013.
		50 Staff members to be supported through remission of fees.	58 Staff members applied for remission of fees. 36 completed their studies in their respective fields.
	Capacity development.	200 Staff members to complete short courses in their respective fields.	320 Staff members completed short courses in 2013.
		15 Grounds staff members to be trained in short courses in horticulture.	30 Garden workers completed training course in horticulture in 2013.
		10 Service staff complete Adult Education and Training for general education and training certificate.	2 Staff members registered for Adult Basic Education and Training level Four in 2013 and 11 registered for training in 2014.
		Appoint 40 interns in various departments within the university.	37 National Research Foundation interns completed in 2013 and 32 appointed in 2014. 6 Education, Training and Development Practices SETA interns completed in 2013 and two were appointed in 2014. 3 Workplace learners completed in 2014.

Key performance Areas	Key performance indicators	Targets 2013	Output 2013
	Management and leadership development.	Train 30 senior and middle managers in management and leadership in higher education.	26 Staff members completed training for leadership in higher education in 2013, and 115 envisaged to complete in 2014.
		5 Line managers complete Higher Education South Africa's Higher Education and Leadership Management Programme.	2 Line managers completed Higher Education South Africa's Higher Education and Leadership Management Programme. 24 line managers attended the labour relations workshop for Senior Management Committee.
Performance management.		Implementation of performance management for senior management and heads of departments.	67 staff members completed training in performance management in 2013. All Senior Management and Section Heads had Performance Agreements.
Transformation and change management.		Council approval of benchmarked University of Venda transformation plan.	Council approved the University of Venda Transformation Plan on 21 June 2013.
		Revise employment equity plan and targets and align it with the university's strategic plan 2012-2016.	Employment Equity Forum re-established to draft new guidelines and set new targets.



STRATEGIC OBJECTIVE 7: LINKAGES, PARTNERSHIPS AND INTERNATIONALISATION

Key performance Areas	Key performance indicators	Targets 2013	Output 2013
Enrolment of international students.	Alignment of student enrolment figures with Southern African Development Community.	4% of enrolment from the Southern African Development Community region.	5,03% as per 31 December 2014.
Leveraging on regional, continental and global partnerships.	Partnerships developed in support of core academic project.	At least two active quality university partnerships in the Southern African Development Community region.	Active quality university partnerships in the SADC region included in 2013 those with the Women's University in Africa in Harare, Zimbabwe and Great Zimbabwe University, Zimbabwe.
		At least one active quality university partnership in the rest of Africa.	Active quality university partnerships in the rest of Africa included in 2013 University of Nairobi, Kenya (Computational Chemistry), Kwame Nkrumah University, Ghana (Rural Development).
		At least two active global quality university partnerships.	Active quality global university partnerships included in 2013 those with the University of Virginia, USA, the Catholic University College Limburg, Belgium and Junagadh Agricultural University, India.



STRATEGIC OBJECTIVE 8: ENHANCING THE QUALITY OF STUDENT LIFE

Key performance Areas	Key performance indicators	Targets 2013	Output 2013
Student governance.	Responsible student leadership.	Students' leadership to operate within the confines of the Student Representative Council constitution and rules of the university.	<p>The Student Representative Council constitution was used to organise and manage activities of the Council. This was achieved through a successful facilitation of key strategic functions on the calendar and constitution of the Council -</p> <ul style="list-style-type: none"> • 3-8 February 2013: Student Representative Council induction workshop. • 15 February 2013: Official opening of Student Parliament. • 8 March 2013: Student Representative Council presidential inauguration. • 3-7 April 2013: 2nd Sitting of Parliament. • 5 August 2013: Student Parliament and Policy summit. • 11 October 2013: Student Representative Council 2013/4 elections. • 1 November 2013: Student Representative Council annual conference. • 24-27 November 2013: Student Representative Council strategic planning workshop.

Key performance Areas	Key performance indicators	Targets 2013	Output 2013
		Regular engagements between Student Representative Council and management on matters of leadership and student governance.	<p>Achieved by facilitating representation of Student Representative Council members in institutional committees as mandated by the constitution. Council was represented in these Committees where they were able to engage with members of management -</p> <ul style="list-style-type: none"> • Council • Senate • Institutional Forum • Student Affairs Committee • School Board meetings <p>The Student Representative Council Parliament also met with members of management to engage on campus affairs matters during the student parliament sittings.</p>
	Judicial use of Student Representative Council budget.	Budget income and expenditure aligned to specifically-funded programme.	The Student Representative Council finances were managed according to the approved Council programme of action. This assisted Council to spend within the allocated budget. Quarterly reports on the status of Council budget are prepared by the Chief Admin Officer to monitor the expenditure pattern and to avoid overspending.

Key performance Areas	Key performance indicators	Targets 2013	Output 2013
Diversity.	Increase number of students in adapted sport.	At least 35 out of 106 students with disabilities participating in student sporting codes.	The Department of Sports and Recreation introduced the Goal Ball sport code for students with visual impairment. 17 Students are participating, while five are participating in aerobics.
	Increase number of students participating in arts and cultural programmes.	At least 80 students' participation in arts and cultural programmes that celebrate diversity of cultures at national, regional and international levels.	A total of 727 students have participated in regional and national levels in these art, cultural and sporting activities - dance, drama, poetry, hip-hop, choir, buhle-bamaswati, athletics, tshigombela, soccer, cricket, volleyball, basketball, chess and tennis.
	Increase number of students with disability supported by health programme.	At least 50 students with disabilities supported by health programme.	<p>A total of 73 students with disabilities were supported by health programmes in these categories -</p> <ul style="list-style-type: none"> • Three students were trained for HIV counseling and testing from 1 to 3 July 2013 • 20 students with disability attended ZAZI awareness campaign on 24 August 2013 • 10 students attended the pre-exam HIV counseling and testing awareness campaign in October 2013 • 21 students with disabilities attended sexual assault and HIV training on 29 Oct 2013 • Five students with disabilities attended reproductive health services • 15 students attended primary health services

Key performance Areas	Key performance indicators	Targets 2013	Output 2013
	A diverse student body across religious, lingual, racial, cultural and lesbians, gays, bisexuals, transgender and intersex groups.	A qualitative survey once a year to monitor and evaluate integration of students across the different and diverse cultural divides.	A qualitative survey on the advocacy for, lesbians, gays, bisexuals, transgender and intersex groups at the university. The goal of the survey was to overcome stigma and discrimination against these students through knowledge generation and discussions and improve institutional and societal support for these students through research and advocacy initiatives. This survey resulted in Univen being nominated as one of 12 institutions to render a lesbian gay, transgender, bisexual and intersex programme. A project officer was appointed on 1 April 2014.
Campus Health.	Increase number of students participating in primary health.	6 000 Students receiving primary health care support.	Campus Health saw an increase of students receiving primary health care from 8 238 in 2012 to 9 620 in 2013.
	Increase number of HIV/AIDS programmes.	2 500 Students participating in HIV/AIDS programme.	There was also an increase in students who participated in HIV/AIDS programmes. A total of 4 455 compared to 4 129 students in 2012 participated in these programmes.
		Five support groups for HIV/AIDS infected students.	Five support group meetings for HIV/AIDS infected students were organised in 2013. A total of 48 students attended these meetings.



CRITICAL SUCCESS FACTOR 1: INSTITUTIONAL PLANNING AND QUALITY ASSURANCE

Key performance Areas	Key performance indicators	Targets 2013	Output 2013
Programme development.	Develop career-focused programmes.	Four programmes are developed.	<p>These career-focused programmes were developed -</p> <ol style="list-style-type: none"> 1. Higher Certificate In Music 2. Higher Certificate in Choral Studies 3. Diploma in Travel Operation 4. Bachelor of Arts in Translation, Interpretation and Editing 5. Bachelor of Earth Science in Mine Survey 6. Bachelor of Science in Agricultural Bio systems Engineering 7. Bachelor of Science in Agriculture in Agri-Business Management
	Develop postgraduate programmes.	Four postgraduate programmes are developed.	<p>These postgraduate programmes were developed -</p> <ol style="list-style-type: none"> 1. Advanced Diploma in Sport Management 2. Postgraduate Diploma in Primary Health Care and District Health Management 3. Bachelor of Arts Honours in Rural Development 4. Doctor of Philosophy in Public Health

Key performance Areas	Key performance indicators	Targets 2013	Output 2013
Higher Education Quality Sub-Framework alignment.	Align all existing programmes and qualifications with the Higher Education Quality Sub-Framework alignment.	Finalise category A alignment.	Sent additional 53 programmes deemed as category A for Higher Education Quality Sub-Framework alignment. Alignment including the doctoral qualifications that the Higher Education Quality Sub-Framework alignment requested to be re-submitted.
		Align all doctoral qualifications to the Higher Education Quality Sub-Framework.	15 Doctoral qualifications were re-submitted and were deemed accredited and aligned.
Departmental reviews.	Review administrative departments.	Develop guidelines and criteria for review of administrative departments.	Guidelines and criteria for review of administrative departments have been developed, discussed and approved by the Quality Assurance Board.
		Develop guidelines and criteria for review of academic departments.	Guidelines and criteria for review of academic departments have been developed, discussed and approved by the Quality Assurance Board.
Management information system.	Examine the trends in student success over the past 10 years (success rate, graduation rate and throughput rate).	Student success studies for the past ten years are carried out.	These are reflected in the Statistics Handbook.
	Monitor student persistence.	Persistence studies are carried out and reports compiled.	Cohort throughput trends have been developed and reports deployed in management information system.
	Carry out efficiency studies.	Efficiency studies in space, student and staff are executed.	Various reports (Cube and structured query language) have been developed and are available in the management information higher education data analyser system.



CRITICAL SUCCESS FACTOR 2: STUDENT ACADEMIC ADMINISTRATION

Key performance Areas	Key performance indicators	Targets 2013	Output 2013
Higher education management information system reporting.	Compliance with all student, staff and space validation package submission.	Managing submission of three student, one staff and one space submissions before due date.	Deadlines for higher education management information system reporting were adhered to. Complied with all student, staff and space validation package submissions. Submission of three student, one staff and one space submissions were properly managed and submitted before due dates. The submissions were audited and the report was submitted to the Department of Higher Education and Training by SN & G firm of auditors.
	Compliance with programme based higher education management information system reports.	Ensuring that the 2013 required foundation, teacher education and clinical support grant higher education management information system reports are submitted before due dates.	Foundation, teacher education and clinical support grant higher education management information system reports for 2013 were also submitted before due dates.
Business processes re-engineering.	Increased number of students using online registration.	Ensuring 8 000 of the expected 11 500 students registering online.	8 590 Students registered online and the process was seamless.

CRITICAL SUCCESS FACTOR 3: FACILITIES MANAGEMENT

Key performance Areas	Key performance indicators	Targets 2013	Output 2013
Health and safety.	Compliance with Occupational Health and Safety Act number 181 of 1993.	Refurbishment and upgrade of boreholes reticulation.	Water storage, supply and boreholes integration audit conducted on October 2013, including investigation on integrating and automating borehole water supply system to feed all water reservoirs. Preliminary report was submitted for comment and technical input, final report submitted February 2014 with detailed cost quantification for implementation. Budget secured and work will commence February 2014.
		Bi-semester boreholes water test.	Not achieved. School of Mathematics and Natural Sciences represented by Prof Natasha Potgieter appointed to test boreholes water.
	Compliance with Health and Safety Act.	Health and safety committee administration, audit schedule, legal appointment, legal notices and water testing.	<p>63 Legal notices/posters installed at student residences, library, offices and lecturing venues. Occupational Health and Safety Committee operated as planned – four meetings held.</p> <p>Emergency exit exercise conducted at library, assisted by Vhembe District Municipality fire-fighting officials.</p> <p>Register for fire extinguishers was developed.</p> <p>Occupational health and safety audit improvement plan progress report issued.</p> <p>Appointed and trained 20 first aiders, 27 occupational health and safety officers and appointed seven fire fighters.</p> <p>Appointed and trained Mr R Nelwalani as competent machine operator.</p> <p>Appointed Aspirata as occupational health and safety consultant.</p> <p>Appointed Mr NS Mathanya as incident investigator. Univen internal occupational health and safety officer appointed October 2012.</p>

Key performance Areas	Key performance indicators	Targets 2013	Output 2013
	Hygiene standards of the university.	Conduct campus hygiene services audit for implementation.	<p>Hygiene service audit, scope of work quantification and costing completed.</p> <p>Tender document for long-term contractual appointment for hygiene services compiled.</p> <p>Tender advert published 7 & 9 February 2014 and closed 28 Feb 2013.</p> <p>Tender evaluation process underway for appointment of successful service provider in mid-2014.</p>
Infrastructure maintenance.	Implementation of corrective, preventative and planned maintenance programmes.	Approval of facilities management maintenance plan.	<p>63 legal notices/ posters installed at student residences, library, offices and lecturing venues.</p> <p>Occupational Health and Safety Committee operated as planned – four meetings held.</p> <p>Emergency exit exercise conducted at library, assisted by Vhembe District Municipality firefighting officials.</p> <p>Register for fire extinguishers was developed.</p> <p>Occupational health and safety audit improvement plan progress report issued.</p> <p>Appointed and trained 20 first aiders.</p> <p>Appointed and trained 27 occupational health and safety officers.</p> <p>Appointed seven fire fighters.</p> <p>Appointed and trained Mr R Nelwalani as competent machine operator.</p> <p>Appointed Aspirata as occupational health and safety consultant.</p> <p>Appointed Mr NS Mathanya as incident investigator.</p> <p>Univen internal occupational health and safety officer appointed October 2012.</p>
	Condition audit of existing and backlog infrastructure facilities.	Scope of work audit, quantification and costing of existing infrastructure facilities.	40% of work completed on existing infrastructure condition audit, scope of work and costing. Qualification to develop scientific infrastructure maintenance plan, infrastructure facilities maintenance framework and performance development.

Key performance Areas	Key performance indicators	Targets 2013	Output 2013
Infrastructure needs.	Student residences.	Project brief by end-user, concept development and preliminary project costing.	<p>Hygiene service audit, scope of work quantification and costing completed.</p> <p>Tender document for long-term contractual appointment for hygiene services compiled.</p> <p>Tender advert published 7 & 9 February 2014 and closed 28 Feb 2013.</p> <p>Tender evaluation process underway for appointment of successful service provider in mid-2014.</p> <p>Designated maintenance plan approved for building, electrical infrastructure and mechanical infrastructure facilities.</p> <p>Designated cleaning inspection cross reference drafted for implementation in 2014.</p> <p>Mechanical engineering contractor appointed on three-year contract since October 2012.</p> <p>Tender advert for electrical infrastructure maintenance published October 2013 for maintenance work to commence February 2014.</p>



Key performance Areas	Key performance indicators	Targets 2013	Output 2013
	Sports facilities.	Project brief by end-user, concept development and preliminary project costing.	Consultants appointed and briefed to conduct infrastructure condition and disability access audit, scope of work quantification and costing. The report is scheduled for completion for submission to Department of Higher Education and Training in July 2014.
	Additional 40 staff offices.	Project brief by end-user, concept development and preliminary project costing.	Scope of work quantification and costing completed. Tender advert published 13 December 2013 and closed 31 January 2014. Construction is scheduled to commence on 13 June 2014.



CRITICAL SUCCESS FACTOR 4:

INFORMATION COMMUNICATION TECHNOLOGY SUPPORT OF THE UNIVERSITY'S CORE BUSINESS

Key performance Areas	Key performance indicators	Targets 2013	Output 2013
Information security and business continuity.	Approved disaster recovery plan by the Audit Committee and Council.	Disaster recovery plan approved by Audit Committee and Council.	Disaster recovery plan approved by Senate and Council.
	Availability of primary disaster recovery plan site.	Primary disaster recovery plan site configured on campus.	Library identified as the primary disaster recovery site. A server has been installed that is acting as an archive for all information technology services data.
Information communication technology planning.	Implementation of the information technology master plan.	50% of issues in the master plan implemented.	<p>These actions in the information technology master plan have been implemented -</p> <ol style="list-style-type: none"> 1. 120 laptops for staff leased 2. 120 laptops for PHD students leased 3. Bandwidth upgraded to 300mbps and linked to SANReN backbone 4. APN for staff completed 5. Replacement of PCs in the BIS2 6. Implementation of Smart Campus project 7. Student Representative Council lab opened for 24 hours 8. Computer lab in the new female student residence
Information communication technology governance.	Adoption of information communication technology governance framework.	Governance framework identified and communicated to Executive Management Committee and Audit Committee.	<p>These frameworks have been approved by Council -</p> <p>COBIT</p> <p>VAL IT</p>
			Disaster recovery plan approved by Senate and Council.

CRITICAL SUCCESS FACTOR 5: ACADEMIC LIBRARY AND INFORMATION SERVICES

Key performance Areas	Key performance indicators	Targets 2013	Output 2013
Provision of information resources.	Growth in the size of the book collection.	1,5% growth in the size of the book collection.	2,7% growth in the size of the book collection was achieved.
	Expand the collection of e-journals.	Subscribe to a new database.	Sage Publications was added to the collection of databases.

CRITICAL SUCCESS FACTOR 6: COMMUNICATIONS AND MARKETING

Key performance Areas	Key performance indicators	Targets 2013	Output 2013
Drawing the attention of various publics locally and internationally through appropriate media to project a positive image of the university.	Publication of the university's successes and developments through print and electronic media.	Production of the university newsletter, marketing brochure, annual report, positive articles in the national newspapers.	These publications were produced in 2013 - Nendila newsletter, marketing brochure, 2012 Annual Report as well as articles about positive developments on campus.
	Establishment of professional working relationship with various media.	Visit at least three media houses to develop and maintain relationships.	Four media houses were visited - City Press, The New Age, Mail and Guardian and SABC.
Dissemination of career information and encourage learners to apply for admission before closing date.	Hosting of career exhibition on campus.	To attract at least 7 000 learners before the closing date.	A total of 12 010 applications were received before the closing date in October 2013.
	To participate in career information sessions locally and internationally.	To attract at least 5% international students.	A total of 5,03% of international students were registered by 31 December 2013.
Educate, inform and entertain Univen's internal and external publics.	Increased use of Univen Radio as a communication tool.	Increase listenership from 83 000 to 100 000.	77 000 listeners reached. This was due to problems with the signal transmission, but the situation has since improved as a result of using Sentech.

Welcome to



University of Venda





ANNUAL FINANCIAL REVIEW

FOR THE YEAR ENDED
31 DECEMBER 2013



ONE of the major elements in the vision of the University of Venda is that it should be financially sustainable. Effective financial management plays a critical role in attaining this vision. Financial management processes enhance the implementation of institutional plans to achieve agreed strategic objectives.

During the year under review, the university continued to maintain a proper internal control system to safeguard the university assets from abuse and loss. It also provides reasonable assurance that financial records provide reliable information for the preparation of the annual financial statements and evaluation of administrative and academic efficiency and effectiveness.

Financial management function

The University of Venda's financial management and planning is aligned to the strategic and business plans of the respective cost centres. The budget is prepared annually and is aligned to the strategic priorities to ensure objectives are achieved. The budgeting process is consultative and zero-based to ensure that the budget is credible and easy to implement.

The finance function provides an important link between the university's business plan and its implementation through pursuit of financial

accountability and excellence. Senior managers are assigned the responsibility to manage their budget and are accountable for the proper utilisation.

Income and expenditure

The University of Venda's revenue comprises of two major sources - government grants and student fees. These sources contributed 86% of the total revenue in 2013 compared to 87% in 2012. The remaining 14% comes from the research and investment income and other small activities.

The Univen Income Generation Centre and the Univen Foundation continued to operate during the 2013 financial year, assisting the university to generate and grow the third stream income and the philanthropic income respectively. The revenue from this source is still insignificant to the total university revenue.

Personnel expenditure represents 51% of the total expenditure and 51% of the recurring income. The recurring income excludes research income and specifically funded grants. More than R229 million of the work in progress has been capitalised during the year with an additional R90.4 million spent on new infrastructure on campus.





Student financial aid

Almost 70% of the university's students were dependant on the National Student Financial Aid Scheme in 2013. The university received an allocation of R275 million from this government-sponsored scheme, which was allocated to deserving students.

The amount includes R26 million earmarked for social work students, R 46 million earmarked for final year students and R32 million earmarked for education students.

The university received R 47 million from other sponsors for funding students. The university contributes R 13.7 million towards funding of students through the merit bursary and post-graduate funding programmes. More than 90% of students benefit from different funding received.

Financial sustainability

The university is financially sustainable in the near future. The realistic income and expenditure

projection is prepared, including the annual review of tuition fees. The university budget is prepared and controlled throughout the year to ensure that Council-controlled funds are adequate each year to cover all the expenses and leave operating surplus that provides a hedge against unforeseen circumstances.

The surplus realised is invested and Council is able to fund some of the infrastructure developments. Council-controlled capital expenditure is budgeted and evaluated separately from operational expenses and undertaken in line with planned strategic initiatives.

The investment portfolio of the university is mainly short-term investment with guaranteed returns such as the call account and three and six months' investment.

The university holds a few long-term investments with Old Mutual.

Funds received for the infrastructure grant, efficiency fund and the National Research Fund have been invested to increase investment income.



Financial highlights 2013

The annual statements provide a broad overview of all activities of the university, including recurrent and non-recurrent income and expenditure, specifically funded activities, investment activities and financing transactions.

Key features of 2013 financial results

Educational and housing operations

Educational and housing operations are the main recurrent operating activities that provide and support teaching and learning within the university. These also include student and staff housing.

Total revenue from educational operations increased by R95 516 million (20.52%) to R561.015 million as a result of these increases -

- State subsidy increased by 10% (R30.5 million) to R316 million compared to 2012.
- Tuition and other fees increased by 28% (R63.9 million) compared to 2012, to R293 million. The increase is from the general increase of 10% and additional registered students in 2013 academic year.
- Total expenses increased by 22% (R108 million) to R595 million compared to 2012.

The increase is mainly attributable to increase in operating expenses by 25.65% (R45.8 million), payroll costs increase of 17.7% (R48 million) and increase in depreciation of R6.4 million (22%). The increase in operating expenditure was as a result of an increase in maintenance cost incurred to fixed recurring damages to the infrastructure and electricity cost.

Research and other specifically-funded activities

Specifically-funded activities are those that Council has no control over. The funders prescribe the outcomes and their reporting requirements. These activities are important and they contribute to the overall objective of teaching, learning and community engagement. However, they may present financial risks to the institution with respect to cash-flow and account receivable. These forms of revenue increased significantly by 90% (43.56 million) while the expenditure increased by 58% (R27 million).

Balance sheet

1. Property, plant and equipment have reached a billion Rand mark. There is an increase of R78 million (8%) to R1.033 billion. The in-

crease is mainly due to the new infrastructure development on campus and some equipment for educational and research purposes.

2. Non-current liabilities increased by R88.45 million (16.9%). The increase is attributable to increase in deferred revenue of R85.49 million. The deferred revenue consists of the Department of Higher Education and Training infrastructure grant and the research funds not yet utilised. In 2013, the university received additional infrastructure funding of R101 million for the new cycle 2013 to 2016.
3. Accounts payable decreased by R12 million to R186.8 million and the largest component is the current portion of the deferred revenue expected to become revenue in 2013.
4. Accounts receivable increased by R41.4 million (6%) to R727.7 million. Students accounts receivable increased by 28% as a result of outstanding payments from the National Student Financial Aid Scheme.

Review of financial performance (2009-2013)

The university has realised a net surplus each year for the past five years. The net surplus for 2013 decreased by 20.83% to R71.57 million.

Summary of financial results for 2009 - 2013					
	2013 R' m	2012 R' m	2011 R' m	2010 R' m	2009 R' m
Subsidies	341	311	272	255	209
Tuition fees	293	229	205	192	186
Sundry income	78	46	28	37	19
Interest and dividends	29	31	24	34	31
Fair value adjustments	0	0	1	2	-
Total income	741	617	530	520	445
Personnel costs	340	293	290	254	216
Other operational expenses	324	230	200	188	178
Finance	6	3	3	4	6
Total expenses	670	528	493	446	400
Net surplus	71	89	37	74	45



INDEPENDENT AUDITOR'S REPORT TO THE COUNCIL OF THE UNIVERSITY OF VENDA

REPORT ON THE CONSOLIDATED FINANCIAL STATEMENTS

Introduction

We have audited the consolidated and separate financial statements of the University of Venda and its subsidiaries as set out on pages 138 to 142, which comprise the statement of financial position at 31 December 2013, the statement of profit or loss, statement of comprehensive income, statement of changes in funds and the statement of cash flows for the year then ended.

Council's responsibility for consolidated financial statements

The Council is responsible the preparation and fair presentation of these consolidated financial statements in accordance with International Financial Reporting Standards ("IFRS") and the requirements of the Higher Education Act of South Africa, and for such internal control as the Council determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with the Public Audit Act of South Africa, the General Notice issued in terms thereof and International Standards on Auditing.

Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgement, including

the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error.


In making those risk assessments, the auditor considers internal control relevant to the university's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control.

An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the University of Venda and its subsidiaries as at 31 December 2013, and their financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act of South Africa.



Sizwe Ntsaluba Gobodo Inc.

Director: Nkanyiso Ngobese

Registered Auditor

Polokwane
30 June 2014

STATEMENT OF FINANCIAL POSITION

AT 31 DECEMBER 2013

	2013 R ' 000	2012 Restated R ' 000	2011 Restated R ' 000
Assets	1,798,585	1,648,054	1,446,983
Non-current assets	1,070,807	961,686	913,216
Property, plant and equipment	1,033,818	955,899	908,707
Other financial assets	30,597	673	673
Other receivables	6,392	5,114	3,836
Current assets	727,778	686,368	533,767
Inventory	1,709	1,737	1,147
Trade and other receivables	95,312	74,118	58,817
Other financial assets	314,306	421,935	375,234
Cash and cash equivalents	316,451	188,578	98,569
Equity and liabilities	1,798,585	1,648,054	1,446,983
Funds and reserves	1,000,376	926,092	835,689
Restricted use funds	130,461	112,896	111,594
Unrestricted use funds - education and general	526,043	466,112	373,799
Asset revaluation reserve	343,872	347,084	350,296
Non-current liabilities	611,558	523,107	404,530
Borrowings	5,913	146	376
Retirement benefit obligation	47,343	42,616	41,216
Other long term employee benefits	9,448	16,979	-
Deferred revenue	548,854	463,366	362,938
Current liabilities	186,651	198,855	206,764
Trade and other payables	87,356	103,717	138,142
Provisions	1,300	-	-
Current portion of retirement benefit obligation	1,042	968	-
Current portion of other long term employee benefits	2,573	14,076	-
Deferred revenue	91,110	79,864	68,392
Current portion of borrowings	3,270	230	230

CONSOLIDATED INCOME STATEMENT

FOR THE YEAR ENDED 31 DECEMBER 2013

	Council Controlled Unrestricted R ' 000	Specifically funded activities Restricted R ' 000	2013 Sub-Total R ' 000	Student and staff accommodation Unrestricted R ' 000	Total R ' 000	2012 Total Restated R ' 000
Recurrent items	58,416	17,565	75,986	(4,673)	71,313	87660
Income	623,478	91,498	714,976	26,184	741,160	617,717
State appropriations-	316,127	25,300	341,427	-	341,427	310,926
Subsidies and grants						
Tuition and other fee income	266,866	-	266,866	26,184	293,050	229,121
Other Income						
For research	-	46,516	46,516	-	46,516	15,230
For other activities	12,682	7,218	19,900	-	19,900	20,764
Sales of goods and services	846	1,258	2,104	-	2,104	1,423
Private gifts and grants	75	9,583	9,658	-	9,658	8,970
Sub-total	596,596	89,875	686,471	26,184	712,655	586,434
Investment income	26,882	1,623	28,505	-	28,505	31,283
Expenses	565,057	73,933	638,990	30,857	669,847	527,439
Personnel	328,065	8,886	336,951	2,823	339,774	294,081
Academic professional	192,365	8,271	200,636	-	200,636	172,651
Other personnel	135,700	615	136,315	2,823	139,138	119,421
Leave pay expenditure	-	-	-	-	-	2,009
Other operating expenses	199,361	36,075	235,436	25,017	260,453	185,380
Research expenses	-	27,916	27,916	-	27,916	16,097
Depreciation	31,850	1,056	32,906	3,017	35,923	29,447
Sub-total	559,276	73,933	633,209	30,857	664,066	525,005
Finance costs	5,781	-	5,781	-	5,781	5,177
Non-recurrent items	261	-	261	-	261	126
Income	261	-	261	-	261	126
Profit on disposal of property, plant and equipment	261	-	261	-	261	126
Surplus (Deficit) for the year	8,682	17,566	76,247	(4,673)	71,574	87,660

STATEMENT

OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 DECEMBER 2013

[illegible]

CONSOLIDATED

STATEMENT OF CHANGES IN FUNDS

FOR THE YEAR ENDED 31 DECEMBER 2013

	Restricted use funds R ' 000	Unrestricted use funds R ' 000	Asset revaluation reserves R ' 000	Total R ' 000
2011				
Balance at 1 January 2011	100,618	356,198	241,606	698,422
Transfer from asset revaluation reserve	-	3,817	(3,817)	-
Revaluation of buildings	-	-	112,507	112,507
Comprehensive income for the year	11,550	20,038	-	31,588
Change in accounting policies	(574)	(6,254)	-	(6,828)
Restated balance at 31 December 2011	111,594	373,799	350,296	835,689
2012				
Balance at 1 January 2012	111,594	373,799	350,296	835,689
Transfer from asset revaluation reserve	-	3,212	(3,212)	-
Comprehensive income for the year	1,302	89,101	-	90,403
Restated balance at 31 December 2012	112,896	466,112	347,084	926,092
2013				
Balance 1 January 2013	112,896	466,112	347,084	926,092
Transfer from asset revaluation reserve	-	3,212	(3,212)	-
Comprehensive income for the year	17,	56,719	-	74,284
Balance at 31 December 2013	130,461	526,043	343,872	1,000,376

CONSOLIDATED

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2013

	2013 R ' 000	2013 R ' 000
Cash flows from operating activities	45,588	91,794
Cash generated from operations	45,588	91,794
Interest paid	(269)	(27)
Cash flows from investing activities	(12,982)	(101,956)
Payments for property plant and quipment	(111,013)	(76,928)
Payments for investments	(588,390)	(74,678)
Interest received	19,504	21,280
Proceeds from disposal of investments	666,095	27,977
Proceeds from disposal of property plant and equipment	822	393
Cash flows from financing activities	95,536	100,198
Increase in deferred income	96,734	100,428
Repayment of finance lease	(951)	-
Repayment of borrowings	(247)	(230)
Increase in cash and cash equivalents	127,873	90,009
Cash and cash equivalents at beginning of year	188,578	98,569
Cash and cash equivalents at end of year	316,451	188,578

CREATING
FUTURE
LEADERS



University of Venda

UNIVERSITY OF VENDA



University of Venda

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