



University of Venda

A N N U A L
R E P O R T
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CREATING FUTURE LEADERS



HIGHLIGHTS OF 2015

- Unqualified financial audit
- Adoption of the 2016 – 2020 strategic plan
- Rollout of tablets to all undergraduate students
- Improved wireless connectivity for students
- Sustained increase in research output
- Completion of major infrastructure projects, including -
 - Phase 1 of School of Education
 - Community skills development centre
 - Research conference centre
 - Campus clinic
- All Univen programmes higher education quality sub-framework aligned
- Exponential growth in research outputs – from 0.56 to 0.71 per capita units
- Launch of first international student alumni chapter in Zimbabwe

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AHEAD WITH PROGRESS

Vice Chancellor's report on management and administration



*Prof Peter A Mbatia
Vice Chancellor and Principal*





In 2015 the Univen management team again delivered a world-class performance and ensured that the university continued to strengthen its position as a locally relevant, but globally competitive university.

We rolled out personal computer tablets to the undergraduate student population, completed important infrastructure development projects such as phase one of the School of Education, the community skills development centre, the research conference centre and a new office complex. We also continued to grow our research output.

We conducted the strategic planning process which culminated in Council adopting the university's 2016 – 2020 strategic plan.

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

All committees met their requirements set out in the Institutional Statute and Higher Education Act. We regularly engaged and consulted with the Chairperson of Council on strategic matters of governance and compliance. The University of Venda Council continued to provide effective oversight as a highly functional Council.

We directed the university to grow as determined by the Council's vision and mission and in accordance with the plans,

goals and objectives set. During the year under review, our managerial and administrative achievements were based on the successful implementation of annual business plans developed in accordance with the Univen strategic plan 2012 - 2016.

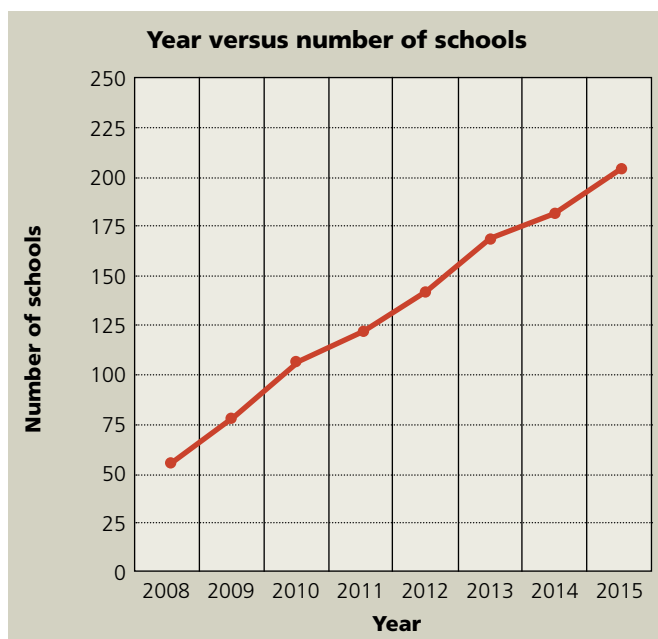
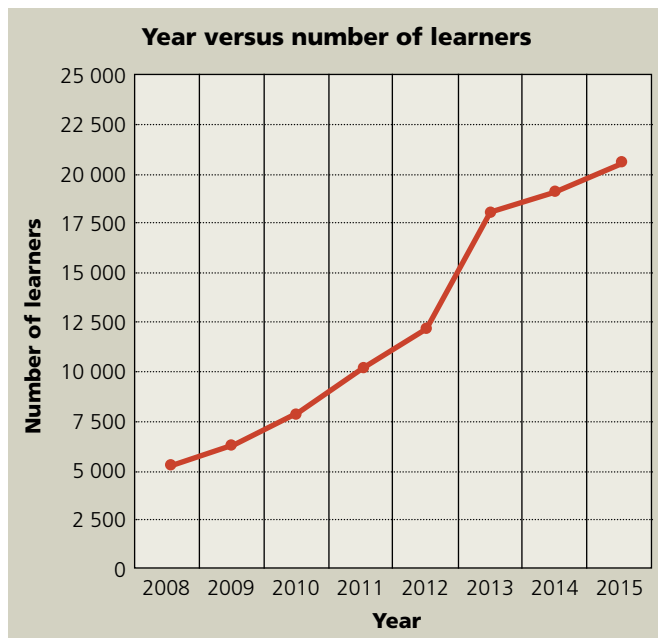


COMMUNITY STAKEHOLDER ENGAGEMENT

Univen prides itself that it is part of the communities in which it operates

Vuwani Science Resource Centre

The Vuwani Science Resource Centre nurtures a generation of young learners eager and prepared to pursue careers in science and technology through improved enrollment at universities and other technological tertiary institutions. The centre continued to assist a growing number of learners from an increasing number of schools.



Institute for Rural Development

The Institute for Rural Development continued to execute rural development-orientated community engagement and research initiatives as well as academic programmes. The institute integrates external stakeholders and the university community in its activities.



Highlights of the year under review included a workshop to prioritise training areas to developing a leadership development programme in the Thulamela Municipality. About 80 community leaders participated in the workshop, comprising of municipal councillors, traditional leaders, ward committee members and community development workers.

New CETA Community Skills Development Centre

The Chairperson of the Construction Education and Training Authority (CETA) Board, Raymond Cele, accompanied by CETA Chief Executive Officer, Sonya Pilusa, launched a CETA-funded Community Skills Development Centre at Univen.



Indigenous Knowledge Systems Indaba

Univen's Directorate of Community Engagement facilitated this Indaba. Indigenous Knowledge System stakeholders, traditional leaders, community elders, champions, traditional healers, students and researchers participated in the interface. The purpose was to share knowledge between academics, students and the community around key issues such as -

- Current community tensions
- Ritual murders
- Domestic violence
- Gender stereotypes and disparities
- The role of a university



Anti-rodent workshop

The National Research Foundation/Chair in Biodiversity and Change, Prof Taylor and Dr Swanepoel organised a stakeholder workshop for the StopRats project.

Partners of the university's research chair and the Agricultural Research Council brought together stakeholders from affected rural communities in Limpopo. These included residents of Vyeboom and Ka-Ndengeza where StopRats activities are taking place, the pest control industry, research organisations and the Limpopo Department of Agriculture.



Technical Vocational Education and Training College teaches communities

Univen in collaboration with MerSETA initiated a Technical Vocational Education and Training College community engagement project. A short certificate course consisting of three modules - curriculum development, assessment and teaching and learning was developed. In the year under review, a two-day workshop was held with 34 lecturers, followed by an assessment of the programme. All 34 lecturers were successful and they will receive an accredited certificate of competency.

Traditional health practitioners take on social ills

The Directorate Community Engagement facilitated a community awareness campaign and cleansing ceremony to deal with social ills such as ritual murder, xenophobia, abuse of women and children, crime and community protests. It was led by Vhembe traditional health practitioners at the Nzhelele, Mushaathoni Secondary School.



Workshop on the inclusion of students with disabilities in Technical Vocational Education and Training colleges

The university hosted a workshop on the inclusion of students with disabilities in Technical Vocational Education and Training colleges. It was presented in collaboration with the office of the Premier of Limpopo. It included a visit to the Univen Disability Unit where assistive devices used to support teaching and learning of students with disabilities were demonstrated.



School partnerships

The Directorate of Community Engagement coordinated a coaching workshop for 100 school principals in the Vhembe District. The workshop was one of the outcomes of the collaborative activities between Univen, the Department of Basic Education and schools in the Vhembe District. District senior managers, circuit managers and principals attended. The goal was to encourage best performing schools to work better with under performing schools for entire school improvement.



Library outreach

Mentoring and support for the librarian continued during the period under review.

The Thulamela Library was assisted with the development of a funding proposal to SABINET for a project targeted at library users living with disabilities. As a result Thulamela Library was able to secure funding of R30 000.

Univen hosts 2015 winter school

The university hosted the Univen high school academic enhancement project 2015 (winter school). Coordinated by the School of Education, 1 444 learners from different provinces benefited from the project.

The aim was to equip learners with information that will assist them with exams as well as with critical skills to access institutions of higher learning.



Outreach programme at Tshildzini Special School

The Disability Unit visited Tshildzini Special School to provide essential skills on contemporary adapted technology.

Two visually impaired educators were trained on how to use Openbook Version 9 scanning software for scanning, reading and other functionalities such as Sictionary and Photocopier.



Community engagement during Geo-Information Sciences Week

Geo-Information Sciences Week 2015 was facilitated by the Department of Geography and Geo-Information Sciences. This exhibition was conducted in different venues which included the University of Venda, the Nancefield Community Hall, the Thengwe High School and the Laerskool Levubu. The purpose was to bring geo-information awareness to schools and to bridge the gap between theory and reality.

Univen donates computers to rural schools

In an event attended by school principals, educators, community leaders, staff members and ABET Level 4 graduates, the university donated 205 computers to schools, non-governmental organisations and ABET Level 4 graduates at the Univen Research Conference Centre.



Land Bank Chair of Agriculture capacitates Geluksfontein Young Farmers' Cooperative

Coordinated by the Land Bank Chair, Prof Chauke in the School of Agriculture, a series of meetings were held to capacitate young members of Geluksfontein in developing their own cooperatives. Two youths presented their plans at the 2015 Youth Summit, arranged by the Limpopo Department of Agriculture.



INTERNATIONAL COMMUNITY ENGAGEMENT

Taking local issues global

Partners with Warwick in Africa

Univen has been partnering with the University of Warwick to implement 'Warwick in Africa' since 2011.

In 2015, nine senior students and junior teachers affiliated with the University of Warwick supported the teaching of Mathematics and English in three schools close to the Vuwani Science Resource Centre. They worked together with a group of eight Univen further education and training students who had been placed in the participating secondary schools for their module in teaching practice.

The implementation of Warwick in Africa in 2015 was again amplified through an initiative which allowed more than 150 Mathematics and English teachers from the Vhembe District to benefit from master classes. The classes were conducted by senior teacher volunteers from the United Kingdom affiliated with the University of Warwick.



Water and health in Limpopo

In 2015 several community engagement projects were implemented by the Schools of Health Sciences, Mathematical and Natural Sciences and Environmental Sciences in collaboration with the University of Virginia. These included the Minority Health and Health Disparities International Research Training, the Community Health in Limpopo Initiative and the Water, Society, and Health programme 'Research Experience Undergraduate'.



INTERNATIONALISATION

*Our footprint in Africa,
our face print the world*

Univen part of BRICS Network University

Univen is becoming part of the BRICS Network University. Univen Deputy Vice Chancellor: Academic, Prof Jan Crafford was part of a delegation led by Dr Diane Parker, acting Director General of the Department of Higher Education and Training which attended a planning meeting hosted by Russia in Moscow.

Here the draft memorandum of understanding and a charter for the establishment of the BRICS Network University were discussed. Univen is one of four South African universities which is involved in the project. The new university is expected to be a virtual entity of collaborating BRICS universities.



Engagement with Russian universities

To strengthen collaboration in research, the Vice Chancellor, Prof Peter Mbatia led a delegation which included the Deputy Vice Chancellor: Academic, Prof Crafford, the Dean of the School of Environmental Sciences, Prof Odiyo and the Director of Research and Innovation, Prof Ekosse on an international visit to three universities in St Petersburg, Russia. These universities were St Petersburg State University, St Petersburg Polytechnical University and St Petersburg Electrotechnical University.



A memorandum of understanding with St Petersburg University

A delegation from St Petersburg University, led by Prof Aplonov, the Vice-President of St Petersburg University, visited Univen, signing a memorandum of understanding cementing the partnership between the universities.



Visiting the South African Embassy in Zimbabwe

A Univen delegation met with the South African Ambassador to Zimbabwe in Harare, Vusi Mavimbela. It shared information about the launch of the Univen Zimbabwe International Alumni Chapter and the collaboration between Univen and Zimbabwean universities. The ambassador welcomed this development and assured the delegation the support of his office.



Conference of rectors, vice chancellors and presidents of African universities

In his capacity as a board member of the Association of African Universities, representing the Southern African region, the vice chancellor attended the Conference of Rectors, Vice Chancellors and Presidents of African Universities in Kigali, Rwanda. Themed 'Internationalisation of Higher Education in Africa', members of the board were hosted by the Rwandese prime minister where the state of higher education in Africa was discussed. The prime minister was emphatic about the role of universities as catalysts of development, giving his government's support for the internationalisation of African universities and those of other continents.

Reception by the German ambassador to South Africa

A Univen delegation attended a reception at the residence of the German Ambassador to South Africa, Walter Lindner. The visit coincided with a visit by a delegation from the German State Lower Saxony.



South Africa-Germany collaboration

The South Africa-Germany transdisciplinary project between the School of Environmental Sciences and the Department of Social Work in the School of Human and Social Sciences at Univen, and counterparts at the HAWK and OWL universities in Germany held its first workshop in the year under review. A proposal for the Marie Curie European Union-funded project for quality PhD training between the partners followed. A follow-up workshop was held in Hoexter, Germany.



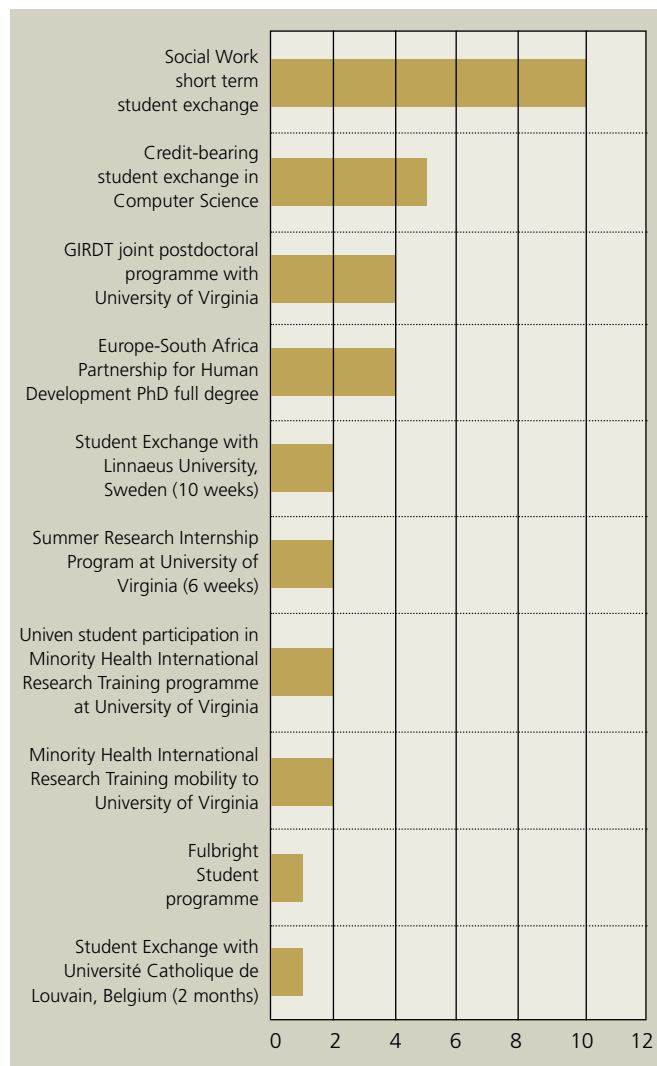
Student exchange with Botho University, Botswana

Univen implemented its first credit bearing semester undergraduate student exchange programme in the Department of Computer Science in the School of Mathematical and Natural Sciences. Five students from Botho University studied at the Computer Science and Information Systems Department in the second semester, whereas five students from Univen studied at the partner university. The students received credits for their participation in the student exchange.



Outgoing mobility

More than 30 students participated in outgoing international engagements.



Erasmus Mundus Action 2

In the year under review, the university participated in two Erasmus Mundus Action 2 consortia – AESOP (an European South African partnership in heritage and past) and EUROSA for postgraduate and staff mobility - funded by the European Community.

The first international PhD candidates commenced their research at Univen. One staff member completed her PhD degree, which she acquired in Slovenia.



Partnership with Wageningen UR

The partnership with Wageningen UR continued to strengthen. In the reporting year a delegation led by Prof Jan Crafford, Deputy Vice Chancellor: Academic, included three deans, the Director International Relations and senior academics, visited Wageningen UR.



PhD training specialists Dr Claudius Van Der Vijver, Dr Barend Van Den Broek and Dr Theo Jetten from Wageningen UR conducted an academic leadership workshop aimed at PhD supervisors at Univen. The team discussed best practices in postgraduate student administration with the Director of Research and Innovation, Prof Ekosse.



Student exchange with Catholic University College Limburg

The School of Education's Department of Primary Education implemented a student exchange in early childhood education with the support of the Directorate of International Relations. This tripartite partnership is with Univen, the Katholieke Universiteit Leuven, Limburg in Belgium and the Cape Peninsula University of Technology in Cape Town. Two cohorts, each of four students, of incoming exchange students visited Univen. They participated in teaching practice in local schools. In the second semester one Univen student studied at the Belgian partner university.



Engagement with the University of Virginia

The collaboration with the University of Virginia in the United States continued to flourish. Senior Prof Khoza, Dean of Health Sciences, Dr Tracey Masebe, Department of Microbiology, School of Mathematical and Natural Sciences and Cornelius Hagenmeier, Director of International Relations, participated in the kick-off meeting for the Minority Health and Health Disparities International Research Training programme.



Research Professor Masoga and the Dean of Human and Social Sciences cemented relations between the two universities. This particularly concerned the collaboration between Univen's School of Human and Social Sciences and the Faculty of Arts and Humanities at the University of Virginia. It explored collaboration in African Studies, Music and Indigenous Knowledge Systems. During this visit Prof Masoga gave a guest lecture titled 'Community knowledge perceptions of indigenous knowledge systems and policy in South Africa'.

Promotion of international opportunities

The Directorate International Relations organised several information sessions and roadshows on international opportunities open to members of the university community.

These included presentations by the European Union, the EUROSA consortium and the United States government's Fulbright scholarship programme. It also included the German Academic Exchange Service and the national agency for the support of international academic cooperation.



Student exchange with HAWK University, Holzminden

The student exchange with the University of Applied Sciences and Art in Hildesheim, Holzminden and Göttingen (HAWK), Germany continued in 2015. Ten students and three staff members of the Department of Social Work in the School of Human and Social Sciences visited HAWK in the year under review.

This entailed study and practical experience in social work and seminars and discussions regarding future activities between Univen and HAWK. The programme is supported by Deutscher Akademischer Austauschdienst (DAAD) or German Academic Exchange Service, Bonn.

A reciprocating visit by ten students were accompanied by Prof Dr Maike Schmieta, Study Dean for Social Work and Caroline Maas from the University of Applied Sciences and Art Hildesheim, Holzminden and Göttingen. They visited Univen's Department of Social Work in the School of Human and Social Sciences for a one-week exchange in the second semester 2015.



Collaboration with Masinde Muliro University of Science and Technology

In the year under review Univen continued its partnership with the Masinde Muliro University of Science and Technology in Kenya. A delegation led by the Vice Chancellor and Principal, Prof Peter Mbatia, included the Director of Research and Innovation, Prof Georges-Ivo Ekosse on a visited the Masinde Muliro University.



Univen hosted a delegation from this university comprising the Deputy Vice Chancellor Planning, Research and Innovation, the Director International Relations and Academic Linkages and the Director Research and Extension.

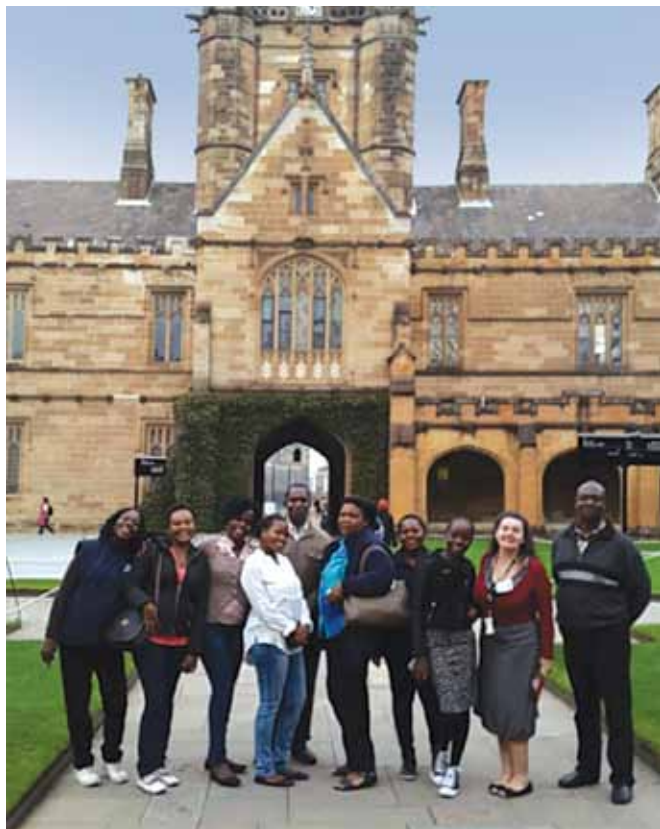


To concretise a memorandum of understanding the two universities held two workshops to train both teaching and non-teaching staff on proposal writing, graduate student supervision and setting up structures for a postgraduate studies, research and linkages office.



Univen off to attend fellowship programme in Australia

Four junior staff members of Univen's School of Agriculture attended a fellowship programme in Australia themed 'Improving agricultural productivity through increasing the impact of agricultural research in Africa'.



Collaboration with Midlands State University

We attended the Midlands State University's first research conference. Other activities included a visit by a delegation of that university, led by its Dean of Agriculture, Natural Resources and Management.



Collaboration with Duale Hochschule Baden-Württemberg Heidenheim

Following the visit of Prof Sabine Moebs, Head of the Department of Business Information systems at Duale Hochschule Baden-Württemberg Heidenheim in Germany, to Univen, the two universities signed a memorandum of understanding. The new partners cooperate on interdisciplinary Erasmus and other projects.

Univen's Institute for Rural Development collaborates with partners in Zimbabwe

To facilitate the inroads of Univen's Institute for Rural Development into Southern African countries, the university's Prof Francis visited a national non-governmental organisation, the Farmers Association of Community Self-Help Investment Groups, in the Mount Darwin and Muzarabani Districts. He also visited an international non-governmental organisation, Goal Zimbabwe whose activities are concentrated in the Buhera and Rusape Districts. Both run a wide range of agricultural and non-farming initiatives to enhance rural development through appropriate and innovative rural microfinance to self-help groups in remote areas of the country.



Campus France links South Africa universities to their French counterparts

As part of a delegation representing the South African higher education institutions, we engaged with several public and private universities in Paris, France.

The event was coordinated by Campus France, an organisation that manages France's higher education institutions. France is the world's fifth-largest economy and the third-most popular destination for internationally mobile students.



Department of Science and Technology- ERAfrica research workshop

The Department of Science and Technology-ERAfrica project workshop was held at Univen with partners from the University of Kassel, Germany, the engineering, science, technology, mathematics and management university in Zurich, Switzerland and the University of Nairobi, Kenya.

The Department of Agricultural and Rural Engineering in the School of Agriculture hosted the workshop with the support of the Directorate of International Relations.



Memorandum of understanding with Jomo Kenyatta University

In the reporting year Univen signed a memorandum of understanding with the Jomo Kenyatta University in Kenya. The memorandum provides both institutions with the opportunity to learn and share experiences by promoting and expanding international understanding. It also makes provision for support in educational, professional and research activities and projects among students and staff.

StopRats field school

18 Students from Germany, South Africa, Madagascar, Swaziland and Namibia participated in a ecology field school at Lajuma Research Centre in the western Soutpansberg Mountains of Limpopo.

The school was hosted by Univen's SARChI Chair and funded by the StopRats project. Field activities and lectures centered on projects involving small mammals like rodent, shrew and elephant shrew trapping programmes and bats - acoustic, harp trap and mistnet surveys.

It also included birds mistnetting and bird ringing, samango monkeys and parasitology (microscopic analysis of ectoparasites and endoparasites on small mammals and bats). Students ranged from honours to PhD-level.



Engaging stakeholders in Swaziland

The Director of Communications and Marketing, Takalani Dzaga and the Director of International Relations, Cornelius Hagenmeier, visited the Kingdom of Swaziland for the annual conference of the Career Exhibition and Information Association of South Africa. Hagenmeier delivered a keynote address themed 'Best Practices in International Student Recruitment'.



RUFORUM trains Univen's School of Agriculture students

The regional universities forum for capacity building in Agriculture (RUFORUM) of which Univen is a member, conducted a data management and statistical analysis technique training forum at Univen. Organised by the School of Agriculture, Dr Uwituze Solange, Prof Peter Njuho and Dr Susan Balba Tumwebaze trained students of the School of Agriculture.



Univen and the University of Namibia sign memorandum of understanding

Univen signed a memorandum of understanding with the University of Namibia. This provided both institutions with the opportunity to learn and share experiences by promoting and expanding international understanding, development and cooperation.

Working with the People's Friendship University in Russia

Univen signed a memorandum of understanding with the People's Friendship University in Russia. Championed for Univen by the Department of Mathematics and applied Mathematics in the School of Mathematical and Natural Sciences, the agreement cements the collaboration between the two universities.

SOUTH AFRICAN PARTNERSHIPS AND LINKAGES

Improving our South African linkages

Partnership with the University of the Witwatersrand

With the Wits University Vice Chancellor, Prof Adam Habib, we signed a memorandum of agreement in which we commit to growing our strategic partnership in the areas of research and postgraduate studies, teaching and learning and community engagement.



In the year under review, many activities were carried out, including the Wits management team visiting Univen.



Prof Marie Huchzermeyer and Dr Kristen Kornienko of Wits gave a seminar at the School of Environmental Sciences themed 'Right to the City' and 'Waiting, Hope, Democracy and Space: How Expectations and Socio-Economic Rights Shape a South African Urban Informal Community'.



The Univen engineering task team organised a workshop on the improvement of the university's mining engineering programme with the participation of the Faculty of Engineering and the Built Environment of Wits.



Staff from the Law Library's periodicals and acquisitions sections visited Wits to benchmark related services.



MTN donates desktop computers to Univen

The MTN SA Foundation represented by Kusile Mtunzi-Hairwadzi, the General Manager MTN Foundation and Angie Maloka, the MTN Foundation Senior Manager: Education and Communication Programmes, donated 60 desktop computers to the University of Venda.



Working with the Education, Training and Development Practices - Sector Education and Training Authority SETA

We signed a memorandum of understanding with the Education, Training and Development Practices - Sector Education and Training Authority to develop a new generation of academics.

The Seta approved R1 million towards the training of at least 15 emerging scholars under the Next Generation of Academics programme. This funding would help improve the university's teaching capacity and ensure continuity of the academic programme.

Tiger Brands considers a Univen project on food security

We visited Tiger Brands Corporate Social Investment Manager, Jabu Ntsele, to investigate the possibility of working with Univen on a project relating to food security.



An agreement with the University of Johannesburg

We signed a memorandum of agreement with the University of Johannesburg to promote postgraduate training through the Centre of Excellence for Integrated Mineral and Energy Resource Analysis. An amount of R 380 000 was available for Prof Emeritus Ogola of the School of Environmental Sciences' research with masters and honours students. The money would be used for research running expenses, field work, laboratory sample analyses, conferences and bursaries for students.



CONFERENCES, SYMPOSIA, PUBLIC LECTURES AND OTHER SIGNIFICANT EVENTS

Speaking spreads the message

Mbeki speaks at gender mainstreaming symposium

Former President Thabo Mbeki participated in Univen's gender mainstreaming symposium, urging institutions of higher learning to take a lead in addressing the gender disparities in higher education. Together with Thulamela Mayor, Grace Mahosi Univen thanked the former president for his visit.



British high commissioner at Univen

British High Commissioner to South Africa, Judith Macgregor visited Univen with Patrick Dunne, a member of the Council of the University of Warwick in Great Britain. She engaged with the university community, highlighting the various educational opportunities afforded to South Africans by the British government. Univen welcomed our guests, together with the MEC for Education Limpopo, Ishmael Kgetjepe.



Univen hosted 2nd ACRICE conference

During the year under review the 2nd African conference on Research in Chemistry Education (ACRICE) was held at Univen. Conferences of this series are endorsed by the Federation of African Chemical Societies to promote research on chemical education in Africa and enhance the standards of chemical education. The conference was recognised as an International Union of Pure and Applied Chemistry conference. The conference theme was 'Chemistry Education for Sustainable Development in Africa'.



Univen co-hosts international conference on cyber warfare

The international conference on cyber warfare and security 2015, which was one of the leading international conferences to present novel and fundamental advances in the fields of internet and the web, was co-hosted by Univen and the CSIR. About 85 delegates from 14 countries attended, providing the opportunity for the cyber warfare and security community to exchange views on security research, governance and implementation. Dr Zaïman and Dr Leenen were co-editors of the conference proceedings.



1st Univen-Walter Sisulu University international research conference

Themed 'Research and Innovation for Sustainable Development and the Transformation of Society', the 1st Univen-Walter Sisulu University international research conference in East London saw delegates from 17 local and international universities participating. In total 401 oral presentations and 95 posters were registered under eight conference sub-themes.



Ubuntu seminar draws famous African philosophers to Univen campus

Univen students were exposed to some of the best minds in contemporary African philosophy when the School of Law and the uBuntu project hosted a seminar. This included sessions like 'Rethinking the Living Customary Law in the post-colony' and 'Contemporary Africa Philosophy'. Among the speakers was the National Research Foundation Chair in Customary Law, Prof Chuma Himonga, who presented on the constitution's protection of living customary law. Papers by Prof Drucilla Cornell on the living customary law and the mandate of justice and

by Dr Nick Friedman on autonomy, authority and customary law were read out. World renowned scholars and philosophers, Prof Mabogo More, Prof Lewis Gordon and Prof Achille Mbembe presented papers. Discussions followed on the traditions and development of African philosophy, black consciousness and existential philosophy, Steve Biko, Frantz Fanon, the concept of time and the construction of African humanity as Ubuntu.

Univen campus sets the scene for disaster risk science and management

The University of Venda's School of Environmental Sciences hosted a national conference under the theme 'Disaster Risk Science and Management: South Africa's Response in a changing Global Environment'. It brought together specialists, academics, government departments and municipalities through a partnership between Univen and the National Disaster Management Centre.

The conference was preceded by a three day pre-conference workshop focusing on geographical information systems and remote sensing as decision support tools for disaster management. Educators from local schools also participated, welcoming presentations on the application of geographical information systems on the school curriculum.



Univen collaborates in international conference on economic integration, entrepreneurship and economic development

With the Midlands State University in Zimbabwe, Univen hosted an international research conference themed 'Entrepreneurship, Economic Integration and Sustainable Economic Development'. It attracted delegates from universities and other higher education institutions in Lesotho, South Africa, Tanzania and Zimbabwe. Also attending were Zimbabwe's ministries of higher and tertiary education, science and technology development and small and medium enterprises.



President of German HAWK University visits Univen to open art exhibition

The President of the German University of Applied Sciences and Art in Hildesheim, Holzminden and Göttingen (HAWK), Prof Diemel, with Univen's Vice Chancellor and Principal, Prof Peter Mbatia officially opened the photo art exhibition 'Auf Augenhöhe' – meaning 'At eye level'. The exhibition depicted the vibrant tripartite collaboration between Univen, HAWK and the German University of Applied Science Ostwestfalen-Lippe.



Einstein centenary of general relativity and international year of light

Prof Azwindini Muronga, who was an Associate Professor of Physics and Director of the University of Johannesburg Soweto Science Centre, as well as the President of the South African Institute of Physics, presented a public lecture focusing on 'The International Year of Light' at Univen.



Univen remembers June 16

The Premier of Limpopo, Stanley Mathabatha urged the youth to take education as a priority since the future of this country is in their hands. Addressing the youth of Limpopo at the Univen stadium, on Tuesday, 16 June 2015, the premier emphasised the importance of diligently studying subjects that will be useful to the economy of the country. The Youth Day celebrations commenced with a freedom march from Khwevha High School to the Univen stadium, led by the premier, local mayors, members of the provincial legislature, the SABC and the National Youth Development Agency.



Visit by Italian scholar and a public lecture

Univen hosted Prof Dario Compagnone, the Dean of the Faculty of Biosciences, University of Teramo in Italy. The Univen guest delivered a public seminar titled 'Rapid Assessment of Food Quality and Safety Using Innovative Nano-Bioanalytical Tools'.



Judge Albie Sachs and Abby Ginzberg at Univen

The School of Law hosted Justice Albie Sachs, former judge of the Constitutional Court and Abby Ginzberg, American Director, to screen and discuss the movie 'Soft Vengeance: Albie Sachs and the new South Africa'.



COMMUNICATIONS AND MARKETING

Communication is the one stable component in an ever-changing world

The Department of Communications and Marketing supports the university's strategic vision. This is achieved by, among others, proactive and reactive media relations and the promotion of a positive image through mutually beneficial engagement with stakeholders. Univen's mandate as a comprehensive institution requires an integrated approach to market the developments at the university. This implies that the schools and departments should work together closely with the Department of Communications and Marketing.

Through electronic and print media, the department performed a range of activities aimed at branding the university as a campus of choice, recruitment of better prepared and best performing students and the hosting of successful events to improve the image of the university. It also included leveraging on alumni for fundraising and substantial increase of third stream income through corporate visits coordinated by the University of Venda Foundation.

The department played a major role in informing and educating staff and students and external strategic stakeholders. It caters for the communication needs of the university's business areas by producing a wide range of products such as a newsletter, corporate annual report, media releases, flyers, brochures, posters and banners. The department liaises with the media and always maintains and sustains a good relationship, resulting in huge media coverage in both print and electronic media.

The department also mobilised the graduation awards, launched alumni chapters and associations, produced the Univen Alumni News and organised the Annual General Meeting of Convocation.

In the year under review Vice Chancellor and Principal, Prof Peter Mbatlali and the President of Convocation, Levy Ndou also launched the Univen Zimbabwe International Alumni Chapter in Harare, Zimbabwe. Zimbabwe's Minister of Information, Media and Broadcasting Services who also serves as the Executive



Director of the Presidential Scholarship Programme, Christopher Mushohwe, attended the function together with Univen Council member, Prof Nherera, who is the Pro Vice-Chancellor at the Women's University in Africa.

The broadcasting of programmes played a strategic role in publicising the university's programmes and activities to both internal and external audiences. A high coverage of Univen stories was facilitated through English news bulletins and talk programmes.

Univen Foundation

The Univen Foundation took strategic decisions to enter into partnerships across various organisations as a way of unlocking additional potential and support. These include projects like capacity building, community development, student financial access and training.

A re-evaluation of the Univen Foundation in terms of its mandate, governance and operational linkages with the university will urgently be evaluated by the University Council to ensure better coordination and efficiency in fund raising initiatives.

The dwindling income to support the academic core projects of the university and the dire need for additional resources to support critical operational functions on campus gave rise to this decision.



INFRASTRUCTURE DEVELOPMENT

Infrastructure accommodates people – Univen will oblige

As a reflection of the growing demand for physical infrastructure, a large number of construction projects continued and were completed in the course of 2015 from restricted and unrestricted funds.

Project description	Status on 31 December 2015
Department of Higher Education and Training infrastructure grant (2006 – 2010): R206m + R9m by Univen	
Renovations to Physical Sciences Building - R 6,089m	Completed
Department of Higher Education and Training infrastructure grant 2010/2012 – R77m + R10m by Univen	
New female residence - R41,351m	Completed
New School of Education (phase 1) - R23,445m	Completed
Extension to School of Agriculture - R23,999m	Completed
Health Sciences simulation laboratory - R6,000m	Completed
2011 Univen Council funded projects	
Research conference centre - R5,40m	Completed
New office complex - R10,86m	Completed
New abattoir, piggery and milking parlour – R13,5m	100% completed (civil work), 35% completed (building work)
2012 Univen Council funded projects	
Construction of campus health clinic - R14,8m	100% completed
School of Agriculture renewal project: new facilities & upgrading - R10m	On tender stage
Construction of community skills development centre - R18,205m	100% completed
2013 Council control funded projects	
New swimming pool – R4,65m	99% completed
Sports fields and change rooms – R10,1m	Completed
Sport courts – R3,431m	Completed
Stadium pavilion and ablutions refurbishment – R1,4m (Maintenance project)	Completed
Library ablutions refurbishment – R0,38m (Maintenance project)	Completed
Block A lecture theatre complex ablutions refurbishment – R0,33m (Maintenance project)	Completed
Extension to Univen fleet parking – R9,5m	Completed
New walkways – R1,5m (Combined with fleet parking already included in R9,5m)	Completed
Environmental Sciences analytical laboratory – R0,85m (Maintenance project)	95% completed
2014 Council control funded projects	
Reconfiguration of existing main gate and upgrade – R4,5m	Tender awarded and site handed over
Refurbishment of empty shell in Life Sciences building – R3,5m	90% completed
Installation of laboratory benches – R2m	Completed
Student entertainment centre – R4m	58% completed
Installation of 2 x passenger elevators (Lift) - Main Admin and and Natural Sciences building – R1,517m (Maintenance project)	Completed
New Sibasa staff houses complex – R39m	65% completed

Project description	Status on 31 December 2015
Department of Higher Education and Training funded projects 2012/2013 – 2014/2015 (R305,279m + R34,465m by university)	
Extension to Disability Unit and walkways, ramps – R11,229m	On hold until completion of new student centre
New Health Sciences building – R43,053m	35% completed
Two student residences – R147,771	55% completed
Phase two School of Education – R36,702m	75% completed
School of Human and Social Sciences (African Languages) – R17,615	Site handed over
Well-founded laboratories and goat enclosure Agriculture – R9,151	Completed
Refurbishment of existing residences F3/F4 – R10m	Completed
Infrastructure backlog	
Student centre – R25,1m	65% completed
Auditorium new ceiling and refurbishment – R4,7m	Completed
Phase 1 Roads and parking – R13,4m	Completed
Life Sciences Fume cabinets – R6,3m	Completed
Phase 2 Roads and parking	Completed



Phase 1 of the School of Education



Community skills development centre

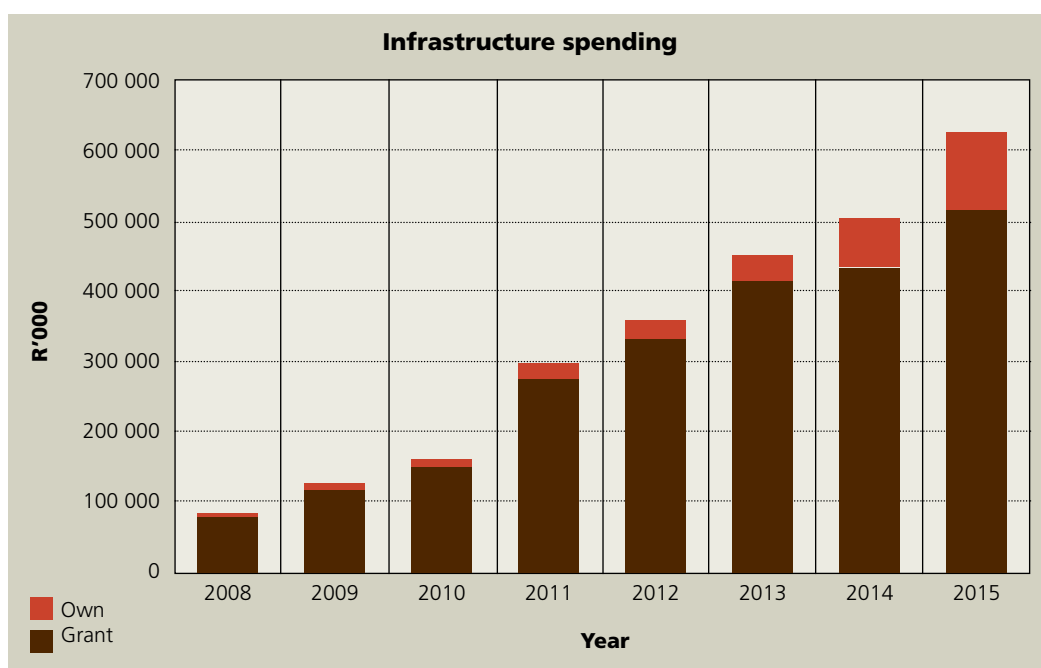


Office complex



Campus clinic

In the year under review, the highlight was the loan agreement between the university and the Development Bank of Southern Africa of R300 million for the construction of additional 1 800-bed student residences on campus. Univen also invited investors willing to construct off-campus residences and the evaluation was completed. Once all the construction projects have been completed, in terms of infrastructure Univen would have substantially improved the quality of student life and access to academic resources.



Maintenance progress

The Department of Facilities Management's responsibilities include managing maintenance services to maintain and restore all university facilities to acceptable standards, and to build an environment that will contribute to the creation of a pleasant learning and working environment.

General maintenance

These major maintenance projects were completed in 2015 –

- Refurbishment of two completely dilapidated and abandoned houses – Q27 & A226
- Refurbishment of all town houses in Block F and Block Q staff complex
- Refurbishment of two guesthouses – Q30 and Q31
- Refurbishment of dilapidated staff houses Q29 and F9
- Construction of washing troughs at student residences
- Refurbishment of ablution facilities at library
- Installation of a new 20 000 litre water storage at library
- Conversion of library open atrium to new periodical shelving area
- Conversion of cashier area at main admin to new offices
- Replacement of carpets to tiles at the student admin building
- New kitchens at the IPQA, ICT 1, Finance department and principal wing
- Lost City painting on passages, external painting and new disability ramp
- Replacement of gate valves and new kitchens for four blocks at Riverside Student residence

- New water storage tanks at Riverside and Lost City student residences
- Retaining wall and V-drain at the auditorium
- New tablet repair service centre at Univen Art Gallery
- Refurbishment of ablution facilities at printing building
- Repair of Life Sciences terrace ceiling after wind damage
- Roof and ceiling renovation at School of Human and Social Sciences
- Nine new offices for technical supervisors and NEHAWU
- 32 new stoves at Bernard Ncube student residence
- New internal chairs at student cafeteria
- New 2 000 litre water tank at vice chancellor's official residence
- Main admin building waterproofing

Air-conditioning maintenance

- Major services in all the VRV including the library and student admin building systems
- Major routine services in all split units including at the staff residences
- E-block lecture halls services in accordance with maintenance plan
- Univen radio VRV serviced in accordance with maintenance scheduling in the maintenance contract
- New Agriculture Postgraduate VRVs serviced in accordance with maintenance plan

Implementing the Univen smart campus

Significant progress has been made in establishing Univen as one of the frontrunners on information communications technology. During 2015 significant attention was paid to stabilise and expand the information communications technology support and network.

Univen roadmap 2015 - 2017

CURRENT ARCHITECTURE	INITIAL TRANSFORMATION												DELIVERING INNOVATION SOLUTIONS					ENABLING BUSINESS AND SOLUTIONS																					
	2015												2016					2017																					
PROJECTS / INITIATIVES	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N						
On premise data centre optimization											System Centre, Windows Server, SQL Server																												
Tablet Distribution 2015																																							
Modern Wi-Fi Network																																							
Blackboard E-learning Solution																																							
Intergrator 3 Solution																																							
Modern Meetings (Paperless meetings)																																							
Identity and access management											Forefront Identity Manager, Threat Management Gateway, Windows Server																												
Backup and recovery											Windows Azure (StorSiple)																												
Data centre ugrade (Cooler box)																																							
Service catalogue and IT service automation											System Centre, Sharepoint																												
Mobility and device management											InTune System Centre																												
Online learning platform (LMS)											Partner Solution																												
Online student services (process automation)																																							
Cloud based research management											Windows Azure, Windows HPC Server, Sharepoint																												
University performance dashboard											Power BI, SQL Reporting Service																												
Vuwani as Primary Disaster Recovery																																							
Enterprise social																																							
HR self-service portal																																							
xRM for Communication and Marketing																																							

Internal local area network

The Univen local area network infrastructure was partially upgraded. The upgrade required installation and configuration of 86 new power-over-ethernet gigabit (1000mbps) switches across campus and the rollout of single mode fibre to 15 buildings around campus. More than 800 new network points

have been installed around campus to connect new devices to the network. Cable management was conducted on 56 switch cabins and spaghetti was eliminated. Cabinets were then secured with locks, reducing the number of loops and possible network downtime and enhancing physical security.

Network security

In its quest to provide a safe and secure network environment, the Information Communications Technology Department has acquired two new firewall devices to function as an internet gateway. It also performs functions such as web-content filtering, intrusion detection and remote secure connection.

The two firewalls are configured on high-availability such that when one is down traffic is automatically routed to the other firewall automatically.



Data centre storage

The University SAN storage is outdated, critical data was stored in an outdated infrastructure - hence the upgrade. During 2015 the university acquired a SAN storage with the capacity of 32 Terabytes - an increased storage capacity from six Terabytes available in the EVA4000 SAN storage or a 533,33 percent increase in storage space.



Subsequent to the acquisition of the SAN storage, Integrator 3 was completed and many other data that was stored in the old SAN was migrated to the new environment.

Wireless local area network installation

The university embarked on a campus-wide wireless local area network installation project. The project requires installation of 473 APNs across different venues on campus. For the past 11 months the remote authentication dial-in user service server has been installed and configured, Three controllers were installed and configured, 50 Gigabit PoE switches were acquired and 473 APN devices have been mounted around campus.

Over 200 APNs have been powered on and broadcast an internationally recognised service set identifier 'eduroam' – a set broadcast on all Aps around the Univen campus. This eduroam is a secure, world-wide roaming access service developed for the international research and education community.



Integrator 3 migration

The university successfully migrated its enterprise resource planning system to Integrator 3 during 2015.

Audio visual technology

Audio visual forms an integral part of e-learning and ensures effectiveness of the equipment. The audio and video equipment, including microphones, sound speakers, video screens, projectors, connecting wires and cables, sound and mixing boards and related electronic equipment for concerts, sports events, meetings and conventions, presentations and conferences centres are not fully functional.

Auditorium - audio visual equipment

New audio visual equipment was installed in the auditorium. The venue equipment consists of three screens and three projectors. The sound system was upgraded, ensuring optimal utilisation. A surround sound system was installed consisting of a five speaker system with three wireless microphones.

Lecture rooms audio visual equipment

Classroom audio technology has been used effectively to enhance listening and learning environments. The goal is to provide a high level of speech intelligibility and to evenly distribute sound throughout the classroom.

Installing a new multimedia control system

The previously traditional control system of a remote basket of projector remote and screen remote, was replaced by a new multimedia control system containing VGA Output - electronic screen and central projector controlled.

Desktop support

Desktop computers procured through lease

- 250 Desktops were procured to replace the outdated personal computers in student laboratories
- 50 Desktops were procured to replace the outdated personal computers for staff members

Laptops

300 Laptops procured through leased agreements

- 260 laptops were distributed to staff members
- 40 laptops were distributed to PhD students

Service staff development

Old computers were donated to service staff and they were also assisted with basic computer literacy skills.



INSTITUTIONAL GOVERNANCE, PLANNING AND QUALITY ASSURANCE

Governance equals quality

Adoption of the 2016 – 2020 strategic plan

Through an inclusive process Univen drafted and adopted its 2016 – 2020 strategic plan. We nominated champions who led task teams to engage with the different strategic objectives. We convened a workshop during which all task team members engaged with the draft. The plan will provide strategic direction to Univen for the coming years.



A successful human resources policy review workshop

At a two-day human resources workshop a number of policies were revised and new ones drafted. Delegates included members of the Human Resources Committee of Council, members of management and representatives of labour and staff structures. The Chairperson of the Human Resources Committee, Kennedy Maimela expressed satisfaction in the manner in which all the parties contributed. He was confident that the policies will serve the university well in enhancing the recruitment, attraction and retention of a variety of skilled academic and administrative staff that can guarantee the future positioning of Univen as a leading global higher education institution.



Univen Council induction workshop

In the review year members of Univen's newly constituted Council participated in an induction workshop. The purpose was to provide guidance and direction pertaining to the operations, roles and functions of Council in the next five years. The workshop sessions were facilitated by the Chief Executive Officer of the Council on Higher Education, Ahmed Essop.



ACHIEVEMENTS OF THE ADMINISTRATIVE STRUCTURES REGARDING PERSONNEL AND SYSTEMS

Good administration - good results

The adequacy of staffing levels, particularly in critical areas

In terms of staffing levels, we endeavour to minimise the extent of vacancies at senior and executive management levels to maintain reasonable levels of operations efficiency. In the year under review, these senior and executive managers were appointed -

- Mr Azwidohwi Mukheli: Director Protection Services
- Prof Natasha Potgieter: Dean Mathematical and Natural Sciences
- Dr Catherine Selepe: Director Student Affairs

We were unable to fill some senior vacancies in management and administration that arose out of resignations in the course of the year under review. These include the Director Finance and Director Facilities Management. We were, however, able to augment capacity gaps through acting capacities. Overall, there were no material implications arising from vacancies at senior management levels.

Regarding academic posts, the university is not immune to the national challenges of an ageing professoriate. Our philosophy is underpinned by a single underlying belief that continuity of our academic programme is predicated on deliberate investment in academic training. We have therefore taken proactive measures to increase the number of academics through 'The New Generation of Academics Programme'. Through this programme, we plan to recruit and train new young aspiring academics and also improve the qualifications of our existing staff.

Academically competent students with interest in becoming academics are supported financially and through a structured mentorship programme with reasonable prospects of integration into relevant schools. It is our plan to improve the number of academics over time to meet the increasing course offerings due to the introduction of new disciplines. While this is a long-term project, it would address projected staff vacancies in the next few years.

During 2015 Univen started with a review of the organogramme and it will be finalised in 2016. Some positions have changed their ranks and as such a decision has to be made as to how they should be handled. The issue of similar names with different levels may also have to be addressed. As a result match and place process will be implemented after the alignment of the organogramme following identification of staff members affected.

Review of policies

During 2015, the Department of Human Resources embarked in a process of policy review. The process which included members of management, internal structures and external members of Council culminated in the approval of 11 human resources policies, whilst a number of policies were merged.

- Policy on recruitment, selection and placement
- Policy on remuneration
- Policy on remission of tuition, board and lodging fees
- Policy on employment equity
- Policy on sexual harassment
- Policy on indebtedness to the university
- Policy on probation
- Policy on risk benefits
- Policy on transfer of staff
- Policy on orientation and induction programmes
- Policy on leave

e-Recruitment

Delays in the recruitment process had prompted management to introduce an e-Recruitment system. The introduction of this system will result in the improvement of the recruitment turnaround time. The Bid Evaluation Committee submitted a recommendation to the Bid Adjudication Committee for the appointment of the successful bidder.



In 2015, the Department of Human Resources, the Committee Section of the office of the University Registrar and Information and Communication Technology undertook a benchmarking visit to the Stellenbosch and Nelson Mandela Metropolitan Universities on paperless meetings.

Recruitment and selection

During 2015, the department facilitated the recruitment and appointment of 136 permanent staff members, comprised of 75 administrative and 61 academic staff.

<i>Administrative positions per category and gender</i>			
Position	Male	Female	Total
Director	1	1	2
Heads	4	5	9
P7-13	37	27	64
Total	42	33	75

<i>Academic positions per grade and gender</i>			
Position	Male	Female	Total
Associate professor	2	-	2
Senior lecturer	9	2	11
Lecturer	20	12	32
Junior lecturer	4	5	9
Emeritus professor	1	-	1
Post-retirement	4	-	4
Research professor	1	-	1
Total	42	19	61

The department also facilitated the appointment of 27 teaching assistants, 77 part-time academic staff, 16 part-time admin staff and 552 student tutors.

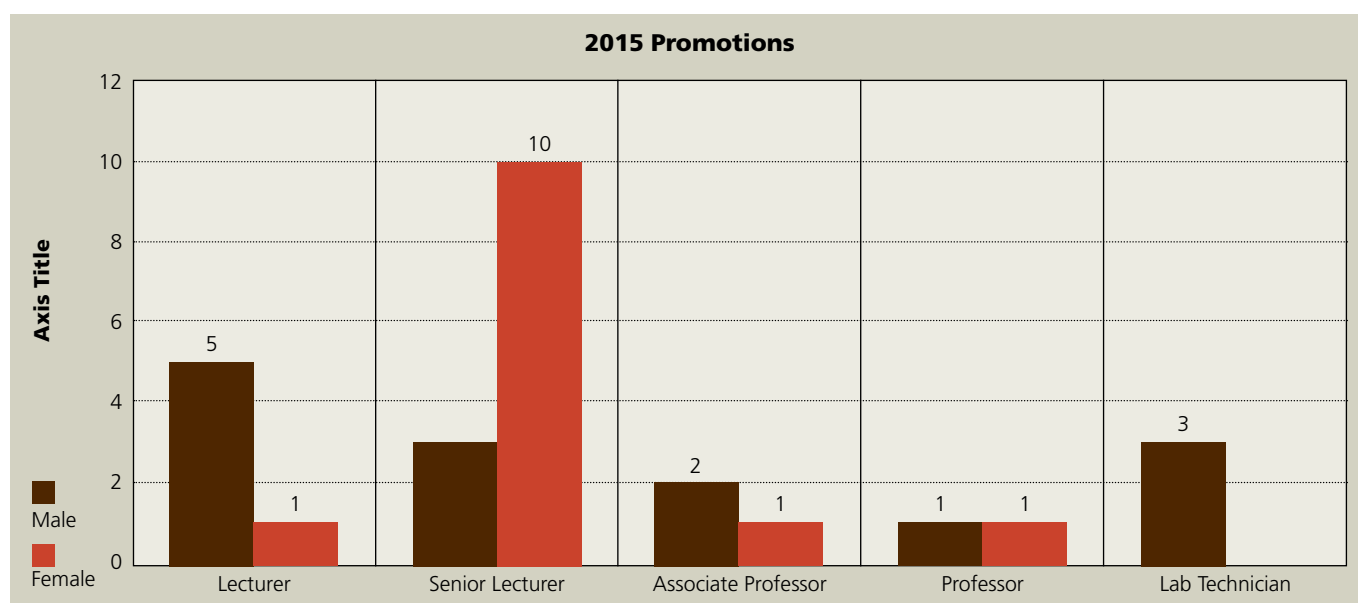
It further facilitated the renewal of 11 fixed term contracts for both academic and administrative staff members.

<i>Renewal of contracts per category and gender</i>			
Position	Male	Female	Total
Professor	0	0	0
Associate professor	2	0	2
Senior lecturer	2	1	3
Lecturer	2	0	2
Junior lecturer	0	0	0
Dean	1	0	1
Directors	2	1	3
Total	9	2	11

Promotions of staff

During 2015, the Human Resources Department facilitated the promotions of staff under these categories -

- Six staff members comprised of five males and one female were promoted from junior lecturer to lecturer.
- Thirteen members of staff, three of whom are males and ten are females were promoted from lecturer to senior lecturer.
- Three staff members, two males and one female were promoted from senior lecturer to associate professor.
- Two staff members, one male and one female were promoted from associate professor to professor.
- Three laboratory technicians - two promoted from lab technician to senior lab technician and one from senior lab technician to chief lab technician.



Termination of service

During 2015, 37 staff members terminated their services with the university. The reasons for the termination and the number of employees who have terminated their services are -

Reason	2015
Resignation	8
Retirement	16
Death	3
Dismissal	1
Expiry of contract	8
Ill health	1
Total	37

Staff turnover survey

In the review year the Department of Human Resources conducted exit interviews and compiled two reports which served at the Human Resources Committee of Council. The reports highlighted among others -

- Identify the reasons why staff members leave the university
- Discover any underlying issues and problems that may be addressed by management to minimise the high turnover of staff
- Discover any other issues that could be addressed to improve staff retention
- Monitor the recruitment trends to identify areas/fields where staff turnover is high.

The analysis showed that members of staff are leaving because of -

- Working conditions
- Career advancement
- Family matters
- Financial problems

The survey also found that the turnover rate was 4,2 %.

Long service awards

To attract and retain staff, the university recognises and rewards employees who have completed ten, twenty thirty years and above unbroken service.

In 2015, the department coordinated and facilitated the long service award ceremony. We awarded certificates and financial incentives as a token of appreciation to qualifying members. A total of 14 staff members received awards in recognition of ten years, while 60 staff members received awards in recognition of 20 years and above.

Overall 12 members received awards in recognition of serving the university for 30 years and above. An amount of R596 000 was paid as long service awards.



Immigration Amendment Act

The amendment of Immigration Act no.13 of 2002 has far reaching implications on the recruitment process of higher education institutions and in particular Univen which in most cases relies on non-South African citizens in critical and scarce fields.

The process of obtaining a work visa has become onerous. The Human Resources Department has thus compiled a submission with specific recommendation on the steps that must be taken to address the challenges brought about by the amendment to the Immigration Act and its regulation.

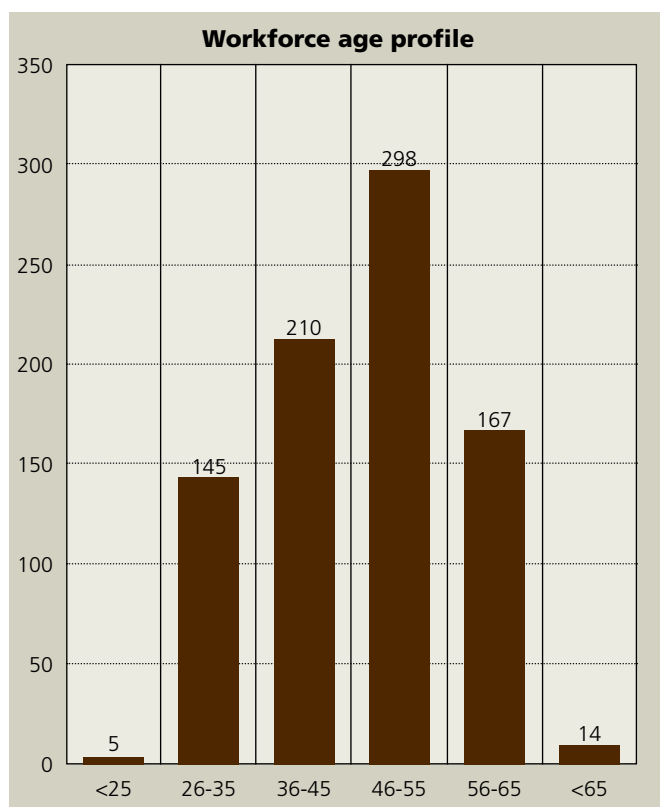


Staff equity profile

This table reflects the staff profile in terms of gender, race and disability per occupational levels for the review year. In the management echelon the workforce profile remained unchanged. However, a slight change is noticeable in the academic category and in particular from senior lecturer

to professorial levels. This change is attributed to the new appointments and promotions made in 2015. So far, progress made regarding the achievement of the employment equity target as reflected in the Employment equity plan submitted to the Department of Labour is satisfactory.

<i>Employee profile, including people with disabilities</i>											
Occupational levels	Male				Female				Foreign nationals		Total
	Black	Coloured	Indian	White	Black	Coloured	Indian	White	Male	Female	
Executive management	2	0	0	2	0	0	0	0	0	0	4
Senior management	10	0	0	1	5	0	0	0	2	4	22
Professor	3	0	2	3	4	0	0	2	16	2	32
Associate professor	8	0	0	5	2	0	0	1	13	1	30
Senior lecturer	43	0	0	4	29	0	0	2	21	4	103
Lecturer	84	0	0	0	66	1	2		20	0	173
Junior lecturer	20	0	0	0	18	0	0	0	0	0	38
Middle management	11	1	0	0	7	0	0	0	1	0	20
Administrative staff	145	0	0	0	156	0	0	0	0	0	301
Service staff	53	0	0	0	63	0	0	0	0	0	116
Total Permanent	379	1	2	15	350	1	2	5	73	11	839



This graph indicates that the largest number of the workforce is between 46 and 55 years of age. The workforce between the age group 56 to 65 constitutes 22% of the total workforce.



Improved qualifications

The university encourages staff members to improve their qualifications by giving them financial assistance to pay tuition, board and lodging fees. In addition, after completion of their studies, the university also pays them cash incentives for their academic achievement. An amount of R186 000 was paid as a cash incentive in recognition of improved qualifications. During the year under review, 51 staff members have completed their qualifications -

Qualification	2015
Diploma	21
Degrees	2
Honours	5
Masters	8
Doctorates	14
Total	51

Capacity development

To keep up with the ever-changing business environment, training and development initiatives need to be aligned with the business demands and imperatives for the university to remain relevant and deliver quality service to internal and external stakeholders.

The 2015 academic year was an exciting and fruitful year in terms of training and development, despite challenges including the reductions in the SETA mandatory grants. The university continued to cultivate and strengthen relations with other partners in the training and development field with other public higher education institutions such as the Wits Business School, the Rhodes and Stellenbosch Universities and the Universities of Cape Town and KwaZulu-Natal. The leadership development and gender mainstreaming initiatives are expanding and more leaders and managers, especially women, are provided with opportunities for development and career advancement.



Employee health and wellness

Employee health and wellness in the workplace is one of the important programmes to provide support to employees on work related and personal issues that impacts on productivity in the workplace. During 2015, these awareness and educational programmes were performed -

- Personal financial management training (62 staff members attended)
- Stress management training (43 staff members attended)
- Wellness Day (47 staff members attended)
- Nutritional Week celebration (101 staff members attended)
- Wellness screening (47 staff members attended)

During the year under review four cases were reported, two of them were pertaining to workload, one for bereavement and the other one relates to stress due to financial problems. Three cases were resolved internally while the case for bereavement was referred to the external clinical psychologist for attention. The university must urgently address the issue relating to workload for academics as this is affecting their productivity.

Induction and orientation

During the year under review 109 new staff members attended the orientation programme. Of these 40 were female and 69 were male new staff members. The target is that all new staff members, including those employed on fixed term contracts, must undergo this training.



Education and development training for academics

To support the teaching and learning project to achieve the mandate as determined by national government, a number of training programmes are organised and funded annually. In 2015 these accredited training programmes were conducted -

- Assessment and moderation (26 staff members)
- Teaching and learning (20 staff members)
- Curriculum development (28 staff members)
- Problem based learning (42 staff members)

These training programmes improve the academic project in terms of improving pass, throughput and success rates.

Labour relations workshops

In 2015 the university conducted a series of one-day labour relations workshops for staff members. The workshops familiarised staff with the university's disciplinary code and grievance procedures and dispute resolutions to improve employee relations.

The workshops took place in August 2015 and were facilitated by staff members from the Legal Services Directorate. Overall 219 employees including service, admin and academic staff attended.



Leadership development

Formal leadership programmes, delivered by both the university and industry-leading institutions and experts, are available for many of our employees depending on institutional and career development pathways.

The various courses available are aligned with leadership competencies. These courses range from the initial training and development of heads of departments to senior managers.

Univen Higher Education Management and Leadership Programme

In 2015 the university continued to train staff members through the Higher Education Management and Leadership Programme (HEM). This programme improves the management and leadership capacity and competencies of senior and middle managers both in the academic and administrative departments.

The training is conducted by internal and external experts on various topics including financial management, human resources management and strategy development. Overall 23 staff members attended – ten female staff members and 13 males.

Higher Education SA-Higher Education Leadership Programme

The HESA-HELM LEAD programme is a national intervention to nurture leadership and management capability within universities for middle and senior managers in the academic and non-academic fields.

The programme also exposes participants to major developments in international higher education and to 'soft skills' to realise institutional goals and objectives. A total of four staff members participated in the programme – two female.

HERS-SA

In 2015 five female staff members attended the five days HERS-SA Academy in Cape Town. HERS-SA is dedicated to the advancement and leadership development of women in the higher education sector via carefully crafted and targeted programmes.

The academy also supports higher education institutions to achieve their gender equity agenda through their nomination of women to attend the programmes.

Women in leadership

To mainstream gender equity and advance the careers of women on campus, we initiated an 11-day training programme on Women in Leadership.

The accredited programme, facilitated by the Wits Business School was attended by senior and middle management women drawn from the academic and professional environments. The training, attended by 20 staff members was co-funded by Univen and the ETDP-SETA.



Remission of fees for higher qualifications

To enhance the attraction and retention of the best talent in a competitive global labour market, the university provides financial support for staff members who wish to pursue further qualifications both at Univen as well as other recognised education institutions, locally and abroad.

In 2015 112 staff members were funded to the value of R 1 371 235 to pursue further studies. Of the beneficiaries 52 were female and 60 were male, of these 34 were supported to pursue first degrees/diplomas, four were registered for certificates, six pursued honours qualifications, 33 were studying for masters degrees and 46 were registered for doctoral qualifications.

Short courses

For staff members to keep abreast of trends and best practice in their disciplines and areas of responsibilities, the university makes provision for the funding of short courses and seminars and workshop attendance.

In 2015 we invested R 1 001 512 million in internal and external short courses and workshops. This assisted to train 341 employees on short courses.

Internships, graduate training, experiential learning and student bursaries

The university supports graduates and students who need experiential learning and development training interventions that are mentorship based. These programmes, which are fully sponsored, begin with a two-day induction programme to socialise the graduates and learners to the programme which is adapted to the individual and the site at which they are working. Graduates and interns are placed in various departments within the university under the mentorship of highly skilled and experienced staff members for between six and 18 months. The majority of these interns and learners has secured permanent employment, either with the university or at other organisations. A number of participants registered for higher qualifications, including masters and PhDs.

In 2015, 143 interns participated in this programme - 15 were sponsored by the ETDPSETA, 35 by the Department of Science and Technology-National Research Foundation and 93 by the Services SETA.

We facilitated bursaries for 194 students registered with Univen - 34 were funded through the ETDPS-SETA Next Generation of Academics Programme which was funded by the ETDPS-SETA for R3,5m. A total of 146 students were funded for R8,7m from the Services Seta and 15 were funded from the MERSETA Next Generation of Academics Programme for R900 000.



Postgraduate Diploma in Higher Education

The diploma is a part time, two-year programme which is offered by various universities. The programme enhances the quality of teaching and learning and promotes a scholarly and professional approach to our academic project. It targets new and young academics that need to acquire competencies to become and remain productive in their fields. Some of the modules include -

- Higher education context and policy
- Researching in higher education
- Practice, reflection and portfolio development in higher education
- Diversity and the student in higher education
- Designing and evaluating curricula in higher education
- Teaching and learning in higher education
- Assessing learning in higher education
- Technology for higher education pedagogy
- Supervising research in higher education
- ICTs for teaching and learning
- Academic leadership and management
- Work and learning

In 2015, 40 staff members were registered for the programme - 14 at the University of KwaZulu-Natal, 11 at the Stellenbosch University, ten at Rhodes University and five at the University of Cape Town. Of the total number 17 were female and made up 43% of the participants. A total of 11 staff members completed their postgraduate diplomas.

Job evaluation

During 2015 we evaluated 72 positions through the PwC REMEASURE system. Thus far 139 administrative positions were evaluated.

Information technology training

The information technology training courses are offered to develop Univen staff members' effectiveness and efficiency in the work place. This in-house training by the Department of Information Technology Services is open to all staff members, including those who are participating in the ABET programme.

Overall 96 staff members were trained - 28 in MS Word, six in MS PowerPoint, 26 in SPSS, six in MS Excel, 13 in MS Outlook, 12 in introduction to computers and three in Lync online, One staff member attended Java programming and one attended Linux Essential.

Fellowship

All full-time permanent staff members who have received a scholarship to pursue masters or doctoral qualifications abroad are eligible for the Univen Fellowship Programme.

Applicants undertake to serve the University of Venda for a period equal to their study on completion of their studies. In 2015, four female staff members participated in the programme in pursuance of their doctoral qualifications overseas.



Research capacity development

Overall 93 staff members were trained in various research and development programmes. These include the Research Indaba (37 participants), the Research Open Day (36 participants) and the Research leadership workshop (20 participants). A total of 72 staff members were funded through the research capacity grant to pursue higher qualifications like masters and PhDs.

Overall 43 staff members were male while 29 were female. Some 48 staff members were supported to pursue PhDs while 24 were registered for master's degrees. A total of 19 female staff members were supported to study for PhDs, while ten female staff members were supported to study for master's degrees.

Quality of information available to management

University management relied on quality data to support decision-making processes. While there is evidence of data quality challenges, especially on data from the integrated tertiary software system, substantial strides have been made in improving using quality data for decision-making processes. We are mindful of the adverse impact of data quality in terms of effective decision-making.

The university managed to reduce the problems of flawed decisions due to poor operational data by using audited higher education management information system data as its official record. This is the audited data that institutions are required to submit annually to the Department of Higher Education and Training on student, staff, postdoctoral and research fellows and space data.

The audited data is of high quality as these are subjected to validation rules as prescribed by the Department of Higher Education and Training. At the university this data is enriched with other institutional data assets and imported into the business available in the reports from the higher education data architecture forms, the core basis of all planning and reporting at Univen.

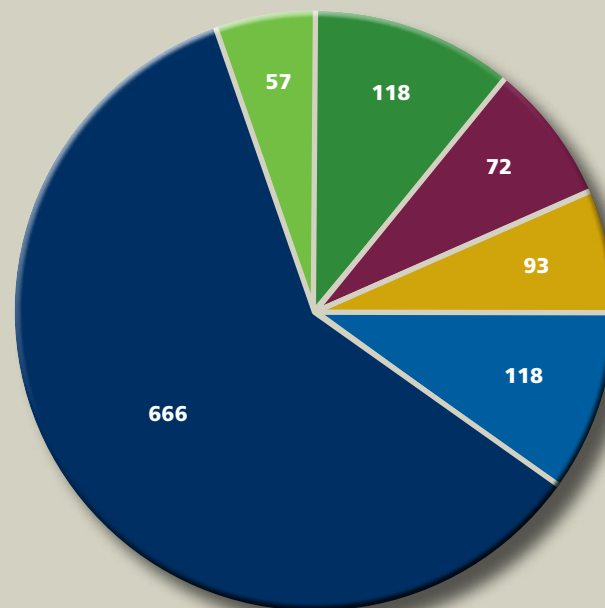
The higher education data architecture takes the higher education management information system data sources and maps them into the campus, school and department structures of the institution. This abstract but vital data proved to be a powerful tool for institutional planning, management and reporting information.

Although the university has made substantial strides in using the audited data for its decision-making processes, there is need to institutionalise data quality processes within the institution through a data governance policy. This institutionalisation will ensure that all the data assets are credible for decision support within the university.

There is a number of variables to explain our undesirable outlook in attracting designated groups, primarily female staff members. Among others, reasons for our suboptimal equity profile relate to being rural based and our relative proximity to urban centres. Inevitably, our representation of white males and females in our staff composition remains suboptimal.

Sponsor	
Univen	R 5 269 462.70
DHET	R 8 476 297.00
ETDP-SETA	R 1 384 380
HESA/ETDP-SETA	R 90 000.00
TOTAL	R 15 220 139.62

Capacity development funding participants per programme



- Remission of fees
- Research capacity development grant
- Research capacity development
- Teaching development
- Workshops and unaccredited short courses
- Leadership development

Information technology governance

Council approved the adoption of COBIT 5 and Val/IT as the university's governance frameworks. The COBIT 5 framework for the governance and management of enterprise information technology is a leading-edge business optimisation and growth roadmap that leverages proven practices, global thought leadership and ground-breaking tools to inspire information technology innovation and fuel business success.

Val/IT is a governance framework that is used to create business value from information technology investments. Council also approved the university's disaster recovery plan which is a documented process or set of procedures to recover and protect the university's information communications technology infrastructure in the event of a disaster.

January to December 2015

Capacity development activity	No of Participants	Category			Gender		Age			Amount	Sponsor
		Academic	Admin	Service	M	F	<35	35-55	>55		
Remission of fees											
Remission of fees	118	57	58	3	62	56	29	77	12	R 1 379 236.00	Univen
Research capacity development grant											
Doctoral degree	49	35	14	0	23	26	7	15	1	R 5 269 696.00	DHET
Masters degree	23	11	12	0	13	10	9	37	3	R 1 525 000.00	DHET
Research capacity development											
Research open day	36	33	3	0	22	14	9	17	10	R 108 869.00	Univen
Research leadership workshop	20	19	1	0	14	6	1	9	10	R 7 640.00	Univen
Research Indaba	37	28	9	0	18	19	6	24	7	R 92 178.10	Univen
Fellowship programme	4	4	0	0	0	4	1	3	0	R 1 909 651.00	Univen
Teaching development											
PGDHE short courses	40	38	2	0	22	18	14	26	0	R 1 122 575.00	DHET
Assessment and moderation short courses	20	20	0	0	9	11	5	14	1	R 165 000.00	DHET
Curriculum and development short courses	16	16	0	0	6	10	2	12	2	R 165 000.00	DHET
Problem based learning short courses	42	41	1	0	10	32	14	17	11	R 57 330.00	Univen
Workshops and unaccredited short courses											
Workshops and seminars	56	22	33	1	28	28	7	45	4	R 954 131.70	Univen
Performance management training	70	43	27	0	50	20	2	50	18	R 63 031.70	Univen
Disciplinary code and grievance procedures training	219	31	85	103	91	128	18	158	43	R 106 557.84	Univen
Office professionals	21	0	21	0	18	3	1	19	1	R 500 000.00	ETDP-SETA
ICT training	90	26	22	42	51	39	7	66	17	R 6 135.38	Univen
New staff induction	92	48	39	5	59	33	28	58	6	R 229 026.12	DHET
Leadership development											
HERS-SA Academy for Women	5	3	2	0	0	5	0	2	3	R 188 242.30	Univen
HEM	28	9	19	0	17	11	2	23	3	R 434 379.80	ETDP-SETA
HESA	4	4	0	0	2	2	0	4	0	R 90 000.00	HESA & ETDP-SETA
Women in leadership programme	20	10	10	0	0	20	0	15	5	R 846 460.00	Univen & ETDP-SETA
										R 15 220 139.62	

DHET = Department of Higher Education and Training
 HEM = Higher Education Management
 PGDHE = Post Graduate Diploma in Higher Education
 ICT = Information and Communication Technology
 HERS = Higher Education Resources Services

HEM = Higher Education Management
 HESA = Higher Education South Africa
 SETA = Sector Education and Training Authority
 ETDP = Education, Training and Development Practices

IMPROVEMENTS IN ACADEMIC COURSE OFFERINGS

The core business of Univen

Programme development focused on strengthening the South African Institute of Chartered Accountants-accredited accounting programme and the engineering programmes.

These programmes were registered with the South African Qualifications Authority -

- Higher Certificate in Music
- Higher Certificate in Choral Music
- Diploma in Freshwater Technology
- Advanced Diploma in Sport Management
- BSc in Agriculture (Agribusiness management)
- Bachelor of Urban and Regional Planning
- Bachelor of Indigenous Knowledge Systems
- Bachelor of Arts in Language Practice
- Bachelor of Science in Recreation and Leisure Studies
- Bachelor of Science in Agricultural and Biosystems Engineering
- Bachelor of Earth Sciences in Mine Surveying
- Postgraduate Diploma in Primary Health Care and District Health Management
- BCom Hons in Business Information Systems
- Bachelor of Arts Honours in Rural Development
- PhD in Public Health and Nutrition
- PhD in Public Health

Univen Thuthuka capacity building project

The Univen Thuthuka capacity building project was officially launched in July 2015. The R68 million project is in partnership with BANKSETA as sponsors and the South African Institute of Chartered Accountants and the University of Johannesburg as mentors.

A total of 147 students have been recruited. The Bachelor of Commerce in Accounting Sciences was submitted for the South African Qualifications Authority accreditation in 2015. As from 1 July 2015 the Department of Higher Education and Training gave Univen an approval to run the BCom in Accounting Sciences as a new academic qualification.



Bachelor of Disaster Risk Science programme

The proposed new programme in disaster management was benchmarked with relevant programmes at the Disaster Management Center at the Masinde Muliro University of Science and Technology in Kenya. The feedback was very good and has been used to improve on the module contents and structure of the programme.

Allied Health Science programmes

The Dean of the School of Health Sciences, Senior Professor Base Khoza, was invited by the Limpopo MEC of Health to present the establishment of Allied Health professional qualifications at Univen. A draft memorandum of understanding between the school and the Limpopo Department of Health was also presented for consideration.

Development of a mining engineering programme

Good progress was made with the development of the mining engineering programme. A workshop aligned the programme with the Engineering Council of South Africa requirements.



A new programme in construction technology

A workshop contributed to the development of the Construction Technology programme.



Tablets for all undergraduate students

Univen made history in the higher education sector in the country when we officially launched the distribution of tablets to undergraduate students. To empower the students' learning process, the university issued 13 000 tablets to students with plans to disseminate some additional 3 500 each successive year.



Improved online registration

During the 2015 registration period 340 workstations were installed in different venues and seven card printers provided. Online payment was introduced by using 'Click to Pay' as the payment gateway. The average time spent by students during registration was ten minutes - a great achievement. This was a joint effort of all sections that played a role in the process with information communications technology providing the technological support.

Wireless university local area network

The tender for the wireless network has been awarded. In the first phase 250 access points will be around campus. More than 60% of them have been installed around the campus in the year under review. The remainder will be installed in 2016. This project is supporting the university's 'Bring your own device' initiatives where staff and students will be able to access the university network using different devices.



QUALITY OF STUDENT LIFE, STUDENT SERVICES AND EXTRACURRICULAR ACTIVITIES

Preparing students for postacademic life

Improved safety and security on campus

A new state of the art CCTV control room was installed as part of a new security masterplan for the university. It controls 313 new security cameras and greatly contributes to enhancing safety on campus.



Student Representative Council induction workshop

This workshop is an annual event held for newly elected members of student parliament. In 2015 the workshop was held from 8 to 13 February.



Universal Greening Organisation makes its mark

The Universal Greening Organisation, a student community engagement initiative in the School of Environmental Sciences held its launch workshop to capacitate students in the concept of green economy. The Dean of the School of Environmental Sciences, Prof Odiyo, officially opened the organisation's operations.

Amplifying Community Voices

In 2015, various activities have been carried out by this student organisation. The organisation is affiliated with Univen's Institute for Rural Development and advances a people-centred programme that integrates community-based participatory research, teaching and learning. The mobilisation and orientation of students are main objectives of the Amplifying Community Voices Students Association.



26 Students and two Institute for Rural Development staff members were part of the Heritage Day celebrations at Ratshikwekwete Secondary School at the Tshitungulwane village, Makhado Municipality. It showcased the rich heritage of the Vhavenda, in particular traditional food, dances, music and teaching of respectable morals.



ZAZI takes to the floor

Campaigns play an important role in driving the health and wellness promotion agenda. ZAZI is no different, with its 2015 campaign, aiming at the prevention of unplanned pregnancy. The campaign was supported by AgriAids and the Centre for positive care who conducted HIV counselling and testing.



Condom and Pregnancy Awareness Week

9 to 14 February 2015 was Campus Health's sexually transmitted infections, condom and pregnancy awareness week. The campaign followed the national health calendar to create awareness of the importance of using condoms to prevent sexually transmitted diseases and unplanned pregnancy.



Disability Indaba

In the review year Univen's Disability Unit hosted a successful Disability Indaba. Among others, issues pertaining to students living with disabilities and improving the quality of their lives on campus were discussed.



HIV awareness campaigns

In the year under review the Campus Health Clinic held the 'First Things First' and tuberculosis awareness campaign in line with the Higher Education AIDS programme to enhance awareness about the importance of knowing one's HIV status. During the campaign, HIV counseling and testing were done by partners from AgriAids, the Foundation for Professional Development and New Start of the Centre for Positive Care. More than 2 100 people were counselled and tested.

Talking makes sense – Univen hosts debating championships

Univen hosted the 20th Annual Southern African National Universities Debating championships. The week-long championship was attended by 34 institutions and 470 members of the debating society.



Rugby is NOT only for men – Univen hosts USSA women’s rugby tournament

As the host, Univen could fixture two teams during the 2015 Summer USSA Women Rugby Tournament. A total of 11 institutions participated. The B team lost all matches while the A team was beaten during the plate finals by the University of Fort Hare. Despite all these, two of Univen’s players, Ndou and Mukhari, both of the School of Health Sciences, were selected for the national student team which later played against the Argentinean team in Nelspruit.



International student orientation

Univen’s international students were welcomed to the Univen campus by the Directorate of International Relations, the Student Representative Council and the Univen International Student Union.



Absa commits R350 000 to Univen Soccer League

It was a great day when Absa’s Provincial Head: Business Banking, Cobus Wells handed a cheque of R350 000 towards the University of Venda’s soccer league.



Celebrating Zimbabwe Independence Day

The Univen community came together to celebrate Zimbabwe Independence Day. For the first time the organisers invited the university community hailing from all nations to participate.



Botswana Consular General celebrates Botswana and Nigeria Independence Day at Univen

Nigerian, Botswana and South African members of the university community commemorated Botswana and Nigeria Independence Day celebrations on the Univen campus.



Nigeria celebrated the 55th anniversary of its independence attained on 1 October 1960, whereas Botswana attained its sovereignty 49 years ago on 30 September 1966. Botswana Consular General, Anastacia Matsheka, attended the event with 15 officials from the Botswana Consulate in Johannesburg.

International student helpdesk

In the year under review, the Univen international student helpdesk has been established. It assists international students with study visa matters and supports their social integration.

Furthermore, the helpdesk checks international students' compliance with immigration legislation and coordinates the mandatory reporting of international student to the Department of Home Affairs.

Progress through cooperation

We are confident that in the past review year the University of Venda was well-managed. Univen is stable with a focus and commitment to the core business of teaching and learning.

We thank the Chairperson of Council, Council Committee Chairs, Council members, senior and executive management, colleagues and student leaders for their commitment and valuable contribution to make 2015 yet another successful year.

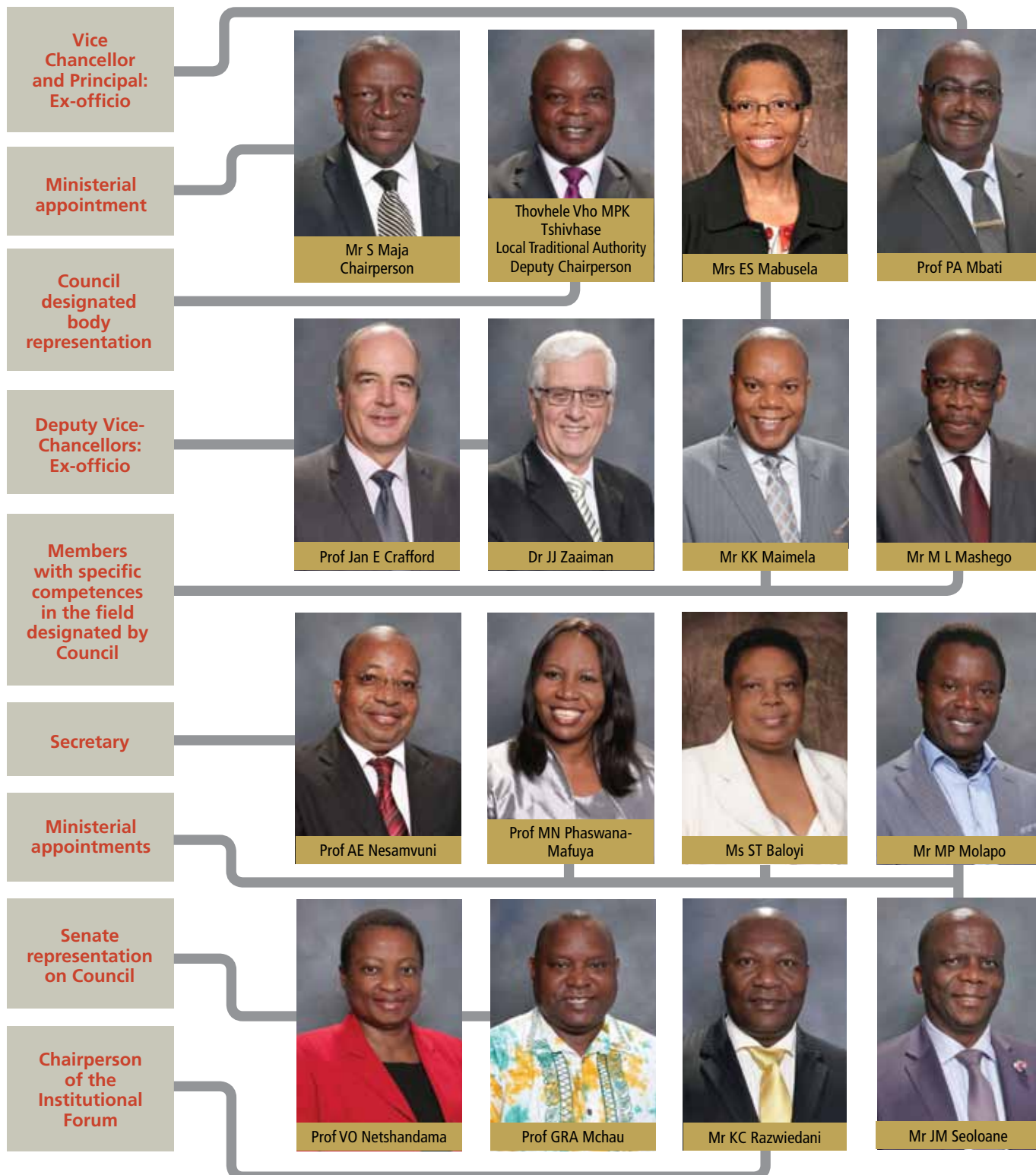
Prof Peter A Mbat
Vice Chancellor and Principal



PROGRESS DRIVES DECISIONS AT UNIVEN

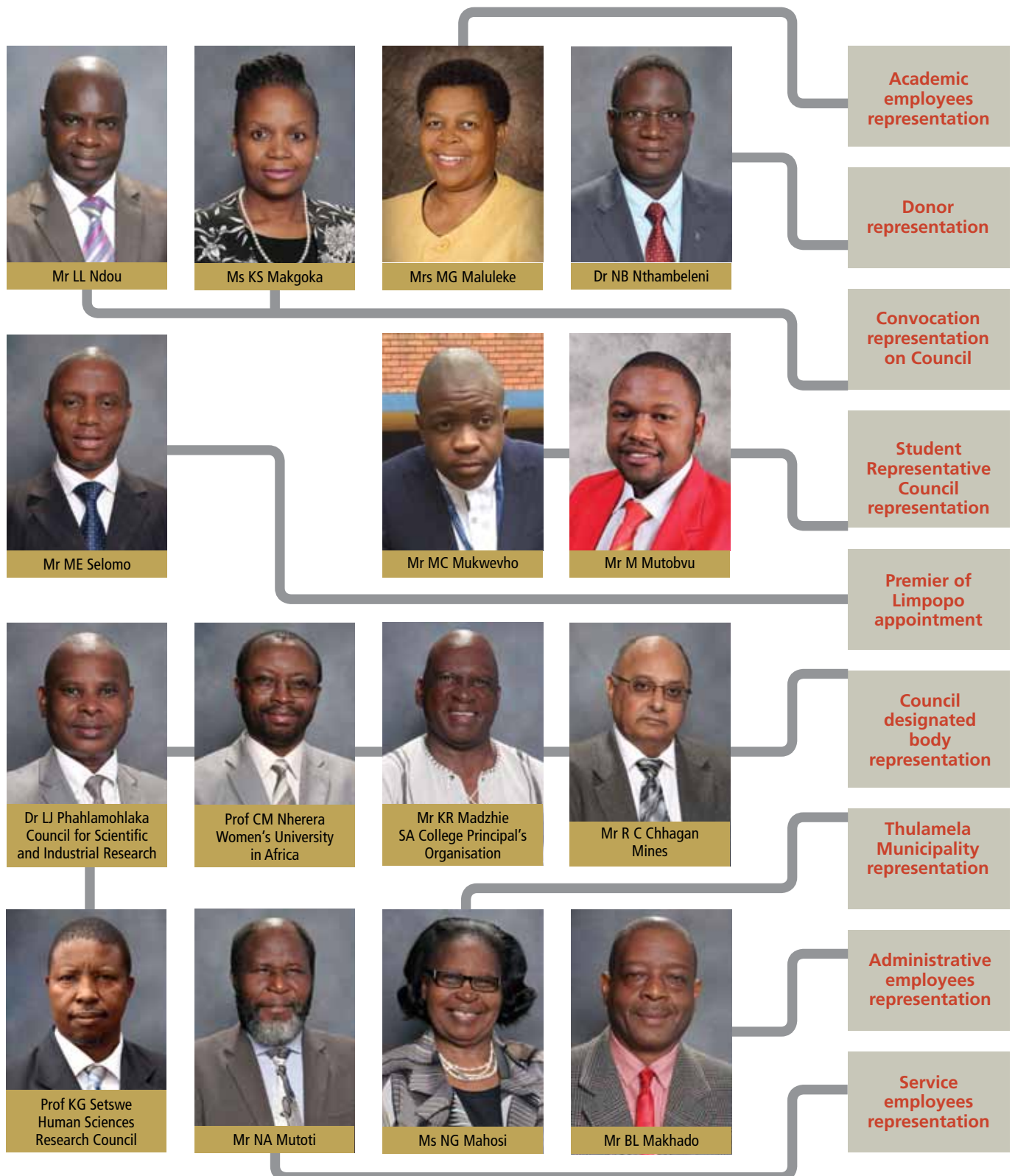
Performance assessment report

COUNCIL MEMBERS

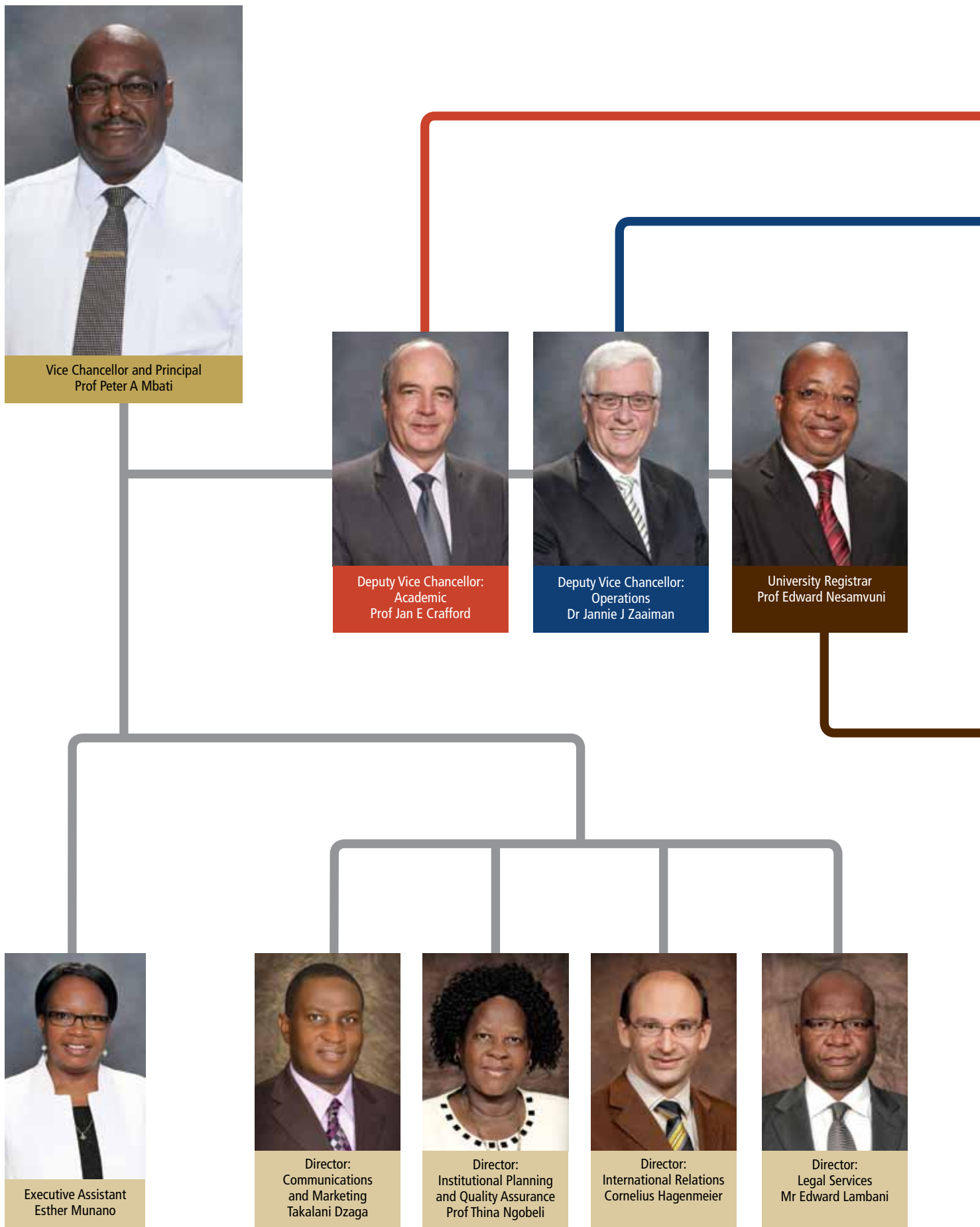


In 2015 the University of Venda continued to entrench its position as the leading rural-based South African university. Univen realised its strategic goals and objectives and achieved the majority of targets which it had set for the year under review. It successfully completed an inclusive strategic planning process, culminating in the adoption of the 2016 - 2020 strategic plan by Council. Its research output continued its sustained growth. Univen was allocated a total of 227.51 units - an increase of 78.74 units from the 148.77 units awarded for 2013 publications, corresponding to 52, 93% growth. For 2015 the

total headcount was 14 147. The enrolment per subject category was 44% in science, engineering and health, 21 in business and management, 11% in education and 24% in humanities and law. A significant enrolment increase from 41% to 44% was achieved in the fields of science, engineering and health. The size and shape of the university followed its mandate. The success rate was 82,3%, whereas the pass rate stood at 83.08%. The sustained development of new infrastructure and the continuous improvements to the academic core project of the university will ensure that the ministerial targets set for 2019 will be attained.



SENIOR MANAGEMENT STRUCTURE





Director: Research and Innovation
Prof Georges-Ivo Ekosse



Director: Community Engagement
Prof Vhonani Netshandama



Director: Library Services
Mushoni Mulaudzi



Director: Centre for Higher Education, Teaching and Learning
Dr Clever Ndebele



Acting Director: Finance
Benji Ngobeni



Director: Human Resources
Justice Tshililo Manenzhe



Director: Information Technology
Joel Vele



Dean: School of Agriculture
Prof Ainamensa Mchau



Dean: School of Human and Social Sciences
Prof Mokgale Makgopa



Acting Director: Facilities Management
Takalani Phosiwa



Director: Safety and Security
Azwidowi Mukheli



Director: Univen Innovative Growth Company
Dr John Mudau



Dean: School of Education
Dr Peter Mulaudzi



Dean: School of Environmental Sciences
Prof John Odiyo



Deputy University Registrar
Humphrey Mugwedi



Director: Student Affairs
Dr Catherine Selepe



Head: Committee Administration
Martha Lewis



Dean: School of Health Sciences
Senior Prof Base Khoza



Dean: School of Law
Annette Lansink



Dean: School of Management Sciences
Prof Armstrong Kadyamatimba



Dean: School of Mathematical and Natural Sciences
Prof Natasha Potgieter

STRATEGIC OBJECTIVE 1 CONVERSION TO A COMPREHENSIVE UNIVERSITY

Key performance areas	Key performance indicators	Targets 2015	Achievement/Output		
			DHET Target 2015	Actual 2015	
Implementation of Department of Higher Education and Training approved size and shape.	Enrolment aligned to the prescribed size and shape for 2013-2014.	<p>Achievement of actual enrollment and graduation targets.</p> <p>Allocation of enrollment figures according to the mandate using classifications of educational subject matter categories.</p>			
			First-entering headcount	3 660	3 460 Under-graduate
					557 Post-graduate
			Total headcount	13 164	14 147
			Graduate headcount (Captured to date)	2 533	1 736
			SET and Health enrolment headcount	5 150	6 292
			Education enrolment headcount	1 960	1 519
			Humanities and Law	3 629	3 419
			Management	2 425	2 916
			All programmes aligned to the higher education qualification framework policy.	100% of the programmes are aligned to the Higher Education Quality Sub-framework.	Achieved
All programmes that require rearticulation are identified.	Achieved	All education programmes which were categorised as C have been identified and are being rearticulated.			
		An approved professional qualifications management system is aligned to vision and mission and research niche areas.	Align 100% programmes to schools' visions and missions and research niche areas.	Not achieved	This is an on-going process. Five new research niche areas were approved by Senate in 2015.

STRATEGIC OBJECTIVE 2

ENHANCING THE QUALITY OF TEACHING AND LEARNING

Key performance areas	Key performance indicators	Targets 2015	Achievement/Output
Success, throughput and graduation rates.	Increased student success rate.	Increase to 83%.	Partially achieved Success rate of 82.3% in 2015.
	Increased student throughput rate.	Increase 2010 cohort throughput of 33% to 35% for 2011 cohort.	Achieved Throughput of 2011 cohort was 37%.
	Increased graduation rates.	Increase from 24% to 25%.	Not achieved 2015 graduation rate cannot be calculated yet but the rate is expected to decline from 20% to 18%, because of the headcount over-enrolment in 2014.
Academic support for students and staff.	Support system for students at risk.	Mentoring programme to assist students.	Achieved The mentoring programme was active in all schools throughout 2015 with about 240 mentors appointed across schools.
	Support system for students with disabilities.	Students with disabilities to be attached to mentors.	Achieved In collaboration with the Disability Unit, students with disabilities who needed academic assistance were attached to mentors.
	Staff training in teaching and learning methodology in higher education.	Integration of E-learning methodology.	Achieved Academics received training on Blackboard LMS. 3 departments were trained on issues of teaching and learning.
	Teaching and learning policy implementation support.	Approval of teaching and learning policy.	Achieved Teaching and learning policy has been approved by council.

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STRATEGIC OBJECTIVE 2

ENHANCING THE QUALITY OF TEACHING AND LEARNING

Key performance areas	Key performance indicators	Targets 2015	Achievement/Output
Capacity development of academic staff.	Number of staff with appropriate qualifications.	35% of academics must be enrolled for relevant postgraduate studies.	Achieved Academics are completing their postgraduate diploma in higher education at different universities.
	Number of academics trained in teaching and learning.	30% of academics enrolled in the programme. 30% of academics complete the programme.	Achieved Workshop on curriculum development and assessment well attended by academics.
	Number of academics evaluated by students.	All teaching staff to be assessed by students in every module.	Achieved All 99 evaluations requested were reported.
	Efficient system for professional mentoring of staff.	Implementation of the academic staff mentoring programme.	Partially achieved Mentoring of junior academic staff part of the performance contracts of full professors and research professors but no co-ordinated programme with set targets implemented yet.
	Implementation of an academic induction programme.	Implementation of an academic induction programme for all new academics.	Achieved Beginning and mid-year academic induction were conducted.
	Implementation of a tutor training programme.	Monitor and evaluate the effectiveness of the training.	Not achieved The evaluation on the effectiveness of tutor trainings will be done in 2016.

STRATEGIC OBJECTIVE 3

ADVANCING THE RESEARCH AND INNOVATION MANDATE

Key performance areas	Key performance indicators	Targets 2015	Achievement/Output
Increase research output.	Increased number of total research output units.	Increase total research output by 15%, from 88.75 to 102.06.	Achieved Univen was allocated a total of 227.51 units. This is an increase of 78.74 units from the 148.77 units awarded for 2013 publications – corresponding to 52.93% increase.
	Increased number of staff with masters qualification.	Increase number by 10%.	Achieved 11 staff members acquired their masters qualifications.
	Increased number of staff with doctorate qualification.	Increase number by 10%.	Achieved 15 staff members acquired their doctoral qualifications.
	Increased number of National Research Foundation-rated researchers.	Increase the number by 20% - from 15 to 18.	Achieved 8 applications were successful, of which 2 applications were re-evaluation and 6 new ratings were approved. Thus the total number of National Research Foundation-rated researchers is 23, indicating over 40% increase.
	Increased number of research professors.	Number of research professors to grow from 6 to 7.	Not achieved 3 research professors appointed in schools. Three positions advertised and awaiting interviews. One position re-advertised after failing to attract suitable candidates.
	Increased number of adjunct professors.		Achieved Over 50 adjunct professors in place.
	Increased number of active researchers.	Increase the number of active researchers by 5% - from 159 to 166.	Achieved The number of active researchers increased as follows: 2011 = 224 2012 = 167 2013 = 191 thus there was an increase of 14.4% from 2012 to 2013. In 2014 active researchers increased to 241, yielding a 26.18% increase.

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STRATEGIC OBJECTIVE 3

ADVANCING THE RESEARCH AND INNOVATION MANDATE

Key performance areas	Key performance indicators	Targets 2015	Achievement/Output
	Offer customized research and supervision training programmes.	Offer at least 3 customized research and supervision training workshops.	<p>Achieved</p> <p>These customized training workshops were conducted -</p> <p>Postgraduate student gathering</p> <p>Research Open Day</p> <p>Univen Research Indaba</p> <p>Research leadership</p> <p>Research Ethics and Stress Management</p> <p>Taking a lead, a focus to improve the National Research Foundation rating at Univen.</p> <p>Univen professorial cadre briefing meeting with Directorate of Research and Innovation.</p> <p>Univen emerging researchers briefing session with the Director of Research and Innovation.</p>
	Improved multidisciplinary internal and external research collaboration.	Increase partnership by 10%.	<p>Achieved</p> <p>Some improved multidisciplinary internal and external collaboration which took place were -</p> <ol style="list-style-type: none"> 1. The National Institute of Health seminar on strengthening USA federal grant management at Bayfront San Diego from 14-16 October 2016. 2. National Intellectual Property Management Office's information session on intellectual property and technology transfer survey of all publicly financed research and development institutions, Department of Science and Technology, Pretoria, on 4 February 2015. 3. A report on National Research Foundation designated authority meeting, Pretoria, for University of KwaZulu-Natal indigenous knowledge systems Centre of Excellence online nominations.

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STRATEGIC OBJECTIVE 3

ADVANCING THE RESEARCH AND INNOVATION MANDATE

Key performance areas	Key performance indicators	Targets 2015	Achievement/Output
	Improved multidisciplinary internal and external research collaboration.	Increase partnership by 10%.	<ol style="list-style-type: none"> 4. National Research Foundation institutional engagement and partnership development in a meeting at Univen on 5 March 2015. 5. National Research Foundation institutional visit on 16 April 2015 for presentation of foundation grants management. 6. National Research Foundation institutional visit for presentation of postgraduate students' funding opportunities in preparation for 2016 academic year – applications for foundation masters and doctoral scholarships. 7. National Research Foundation site visit for engagement with grant holders on selected programmes on 4 August 2015. 8. Directorate of Research and Innovation conducted a briefing session for postgraduate students – in preparation for submissions of National Research Foundation annual progress reports. 9. Report on National Research Foundation rating in preparation for 2015/2016 rating cycle briefing on 3 November 2015. 10. South African Medical Research Council launch of research capacity development initiative on 8 June 2015. 11. Wits collaborative initiatives on research development grant: 'Supervisor training for emerging researchers' - day workshop on 7 and/or 8 September 2015. 12. Univen briefing session on Technology Innovation Agency's seed fund call for applications for the financial year 2015/16 meeting on 11 September 2015. 13. Working towards USA grants management and administration - collaborative work between Univen and the University of Virginia.

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STRATEGIC OBJECTIVE 3

ADVANCING THE RESEARCH AND INNOVATION MANDATE

Key performance areas	Key performance indicators	Targets 2015	Achievement/Output
Research mobilisation.	Increased funding for research and innovation.	Increase the total amount of internal and external funding by 5%.	Achieved for external funding 2014: R 17 858 645,15 mobilised. 2015: R 27 125 222,11 mobilised. Increase of 51.89% Not achieved for internal funding 2014: R 2 074 098. 2015: R 1 725 000.
Infrastructure to support postgraduate students.	Availability of appropriate resources for postgraduate students.	Provision of office space and information technology facilities.	Not achieved Office space remains a serious challenge and academic staff prioritised for allocation of offices. Postgraduate information technology laboratory with functional facilities.
Strengthen capacity to offer postgraduate studies.	Approved an effective Higher Degree and Ethics Committee at school and senate level.	Evaluate effectiveness of Higher Degree and Ethics Committee.	Partially achieved The university Higher Degree Committee meets every two weeks for approval of thesis and dissertation proposals from all schools. School Higher Degree Committees not equally functional due to capacity constraints in less research intensive schools. The university Research Ethics Committee got registered with the National Health Research Ethics Commission in 2015 and meets on an ad hoc basis to fast-track ethical clearance of research proposals for both staff and students, as well as external applicants.
Identification and promotion of niche areas.	Design operational or business plan to promote awareness and buy-in from all stakeholders.	Place dedicated earmarked research week on academic calendar.	Achieved Niche areas were developed and are implemented. The university calendar has several research activities of one, two and three days which have been used.
Strengthen research management.	Implement risk management funding facility.	Increase the functional use of activities available on risk management system.	Partially achieved Research and information management programme needs to be operational at Univen.
	Optimal administrative and service support to researchers.	Efficient and coordinated administrative oversight from all support divisions and directorates including finance, human resources, information technology, research and innovation.	Partially achieved Service culture not yet fully entrenched in support divisions.

STRATEGIC OBJECTIVE 4

INTEGRATION OF COMMUNITY ENGAGEMENT IN THE CORE BUSINESS OF THE UNIVERSITY

Key performance areas	Key performance indicators	Targets 2015	Achievement/Output
Work integrated learning.	Experiential learning, work integrated learning, quality assurance process and oversight in place.	Approved service learning module development framework. 100 Work integrated learning aligned programmes.	Not achieved Re-assignment of work integrated learning responsibility from Directorate of Community Engagement to the Centre for Higher Education Teaching and Learning after collaborative workshop held between the two directorates. Partnership established with two SETAs for funding of internship and learnership programmes. Interaction with non-governmental organisations such as Litshani Vhana Vhade Foundation, Far North Networks and The Thohoyandou Victim Empowerment Programme for work placement opportunities.
Partnerships with communities.	Engagement of community members in the development of community- based projects.	Annual community consultation feedback forums.	Achieved The Directorate of Community Engagement facilitated an indigenous knowledge systems forum on 18 November 2015 to create a platform for sharing knowledge between academics, students and the community around key issues such as - <ul style="list-style-type: none"> • Community tensions • Ritual murders • Domestic violence • Gender stereotypes and disparities • The role of a university
	Established interdisciplinary projects with communities.	At least one new interdisciplinary project.	Not achieved Five existing interdisciplinary community projects consume all existing capacity.
	Partnership with government institution and or municipality, universities and government departments.		Achieved R940 000 from British High Commission for "Partnership for school improvement" project, involving Limpopo Department of Basic Education, Vhembe District Circuits and five secondary schools.

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STRATEGIC OBJECTIVE 4

INTEGRATION OF COMMUNITY ENGAGEMENT IN THE CORE BUSINESS OF THE UNIVERSITY

Key performance areas	Key performance indicators	Targets 2015	Achievement/Output
Humanitarian/social responsibility.	Community capacity building and training centre.	Excellence recognition awards for best students in leadership and social responsibility.	Not fully achieved Community training centre completed and opened in 2015. Short courses and capacity building interventions aimed at local communities have not yet resulted in recognition awards.
Student engagement/social entrepreneurship.	Student community engagement scholarship.	At least one student publication.	Not achieved Student community engagement scholarship supported and internally funded through Senate Research and Publications Committee, but no publications in 2015.
Grant proposals and funding for community engagement.	Source funding for at least one community engagement project.	At least one new community engagement grant.	Achieved R36m sourced from SSETA for community training project.

STRATEGIC OBJECTIVE 5 FINANCIAL SUSTAINABILITY

Key performance areas	Key performance indicators	Targets 2015	Achievement/Output
Establish a culture of financial intelligence.	Approved five-year financial plan.	Review the annual budget achievement and prepare the plan for the following year.	Achieved The five-year plan prepared and the annual cash flow plan completed.
	Approved annual budget.	Annual budget approved in November and uploaded in the system by December.	Achieved <ul style="list-style-type: none"> Annual budget with a surplus approved in November 2015. Budget approved consists of Revenue R813,5m. Expenditure R794,3m. Surplus R19,2m. 2015 budget cycle time table communicated to university in May 2015. 2016 budget uploaded onto system in December 2015.
	Develop procedure manuals and review financial management policies.	Review procedure manual and financial management policies.	Achieved Work in progress Supply Chain Management policy reviewed for submission to Finance Committee in 2016.
Management of audit findings and risk.	Implementation of internal and external audit recommendations.	90% of audit findings resolved and corrective action implemented.	Not achieved Extensive progress underway to reduce internal and external funding in 2016.
Trustworthy and innovative management.	Prepare cash flow plan a year in advance.	Cash flow plan prepared and ensure that there is enough cash to meet payments obligation.	Achieved Annual cash flow plan with a projected surplus submitted to Audit and Finance Committee in March 2015.

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STRATEGIC OBJECTIVE 5 FINANCIAL SUSTAINABILITY

Key performance areas	Key performance indicators	Targets 2015	Achievement/Output
	Approved treasury management strategy.	Manage and increase university reserves in investments by 10%.	<p>Not achieved</p> <p>Annual free cash (cash in hand and investments) for 2014 was R630 757 and for 2015 is R552 264 - a decrease of 21%.</p> <p>Council approved the use of investment funds for various projects.</p> <p>Increase in debtors and academic personell costs reduced cash flow.</p> <p>Management concession during second semester affected the collection of student debt. For example, exam results were released before students paid their accounts.</p>
	Regular financial reports to senior management, Council, executive management and other external stakeholders.	Prepare and submit monthly and quarterly reports.	<p>Achieved</p> <p>All quarterly reports were submitted to Finance and Audit Committee during 2015.</p>

STRATEGIC OBJECTIVE 6

INTEGRATED HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

Key performance areas	Key performance indicators	Targets 2015	Achievement/Output
Human resources administration.	Review, redesign and restructure organogramme.	Review, redesign and restructure organogramme.	Partially achieved Organogramme realigned and submitted to management for inputs and implementation.
	Develop and benchmark selection methods to ensure that the best qualified applicants are hired.	Embark on a benchmarking process.	Not achieved The directorate will embark on the benchmarking process. The Directorate is also in the process of implementing e-Recruitment.
	Reduce turnaround times for human resources processes.	Set up processes to reduce turnaround in human resources.	Not achieved Implementation of the e-Recruitment system is at an advanced stage. The directorate has also developed a process flow which will be submitted to Senate for inputs. It will be finalised soon.
Adequate and appropriate staff complement.	Approved organisational designs.	Organisational designs approved.	Achieved Organogramme approved in 2013 to be reviewed during 2016.
Effective recruitment and retention strategy.	Evaluate, implement and monitor the process of obtaining work permits for expatriate staff.	Obtaining work permits for expatriate staff improved.	Partially achieved University working with Departments of Labour and Home Affairs to implement the new amendments to Immigration Act.
	Compensation management.	Manage compensation.	Partially achieved Deloitte. appointed to review Univen's current remuneration practices and compensation methodology to be implemented in 2016.
Performance management.	Benchmark and develop performance management policy, system and assessment procedures.	Develop performance management policy.	Partially achieved Policy on performance management which was approved by Council in 2012 is being reviewed. It will be discussed at Human Resources Committee policy workshop - date still to be decided.

continued →

STRATEGIC OBJECTIVE 6

INTEGRATED HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

Key performance areas	Key performance indicators	Targets 2015	Achievement/Output
Transformation and change management.	Employment equity.	Implement employment equity measures.	Achieved The Employment Equity Forum constituted and trained. The employment equity plan and report submitted to the Department of Labour.
	Transformation and social cohesion.	Drive and coordinate the six themes of the Transformation Charter.	Partially achieved Transformation Charter launched on 13 May 2015. Transformation champions appointed to drive and co-ordinate activities of the six themes - non-discrimination and diversity, institutional culture, people management, student centricity, core business and governance.
Human resources development.	Develop management development programmes.	Management development programmes developed.	Achieved The Higher Education Leadership and Management Short Programme developed, accredited and implemented for line managers. Women in Leadership Programme rolled out to 20 women leaders in senior and middle management. 5 women leaders attended the HERS-SA Leadership programme.
	Identify training needs based on development areas identified from performance agreements.	Training needs identified based on development areas.	Achieved Training needs analysis conducted and compiled into the workplace skills plan and report submitted to the ETDP-SETA for approval and funding.
	Conduct employee job satisfaction, organisational commitment and turnover surveys.	Job satisfaction, organisational commitment and turnover surveys conducted.	Not achieved Customer satisfaction and turnover surveys conducted.

continued →

STRATEGIC OBJECTIVE 6

INTEGRATED HUMAN RESOURCE MANAGEMENT AND DEVELOPMENT

Key performance areas	Key performance indicators	Targets 2015	Achievement/Output
Labour relations.	Promote sound labour relations and compliance with relevant labour legislations.	Sound labour relations conducted.	<p>Achieved</p> <p>219 staff members attended a series of one day labour relations training workshops on the Disciplinary Procedure and Grievance Procedure.</p> <p>Manuals facilitated by the Legal Services Directorate.</p>
	Implement labour relations management and line managers.	Labour relations management implemented.	<p>Achieved</p> <p>219 staff members attended a series of one day labour relations training workshops on the Disciplinary Procedure and Grievance Procedure</p> <p>Manuals was facilitated by the Legal Services Directorate.</p>

STRATEGIC OBJECTIVE 7

LINKAGES, PARTNERSHIPS AND INTERNATIONALISATION

Key performance areas	Key performance indicators	Targets 2015	Achievement/Output
Linkages and partnerships.	Database of linkages, partnerships and memoranda of understanding/ agreement.	Utilise database. Evaluation for impact and effectiveness.	Partially achieved Database of all linkages, partnerships and memoranda of understanding is maintained and regularly updated. Monitoring is ongoing through the Directorate International Relations. A formal evaluation process still to be developed.
	Approved linkages and partnerships policies and procedures.	Implement policy and procedures.	Achieved Linkages and partnerships governed by internationalisation policy and procedures, which were adopted in 2013.
	Increased number of quality linkages and partnerships.	Substantive increase in the number of quality linkages and partnerships.	Achieved In 2015, three partnerships were entrenched in memoranda of understanding - <ul style="list-style-type: none"> • Duale Hochschule Baden-Württemberg Heidenheim, Germany • St Petersburg University, Russia • People's Friendship University, Russia.
Teaching and learning.	National and international benchmarked methods.	Substantive part of teaching and learning methods benchmarked against national and international standards.	Partially achieved All new programmes externally reviewed. Curricula also evaluated as part of departmental reviews and as part of the process benchmarked against national and international standards. In 2015, seven departmental reviews were carried out in seven schools.
		Implementation of at least five joint academic programmes, including one diploma.	Partially achieved Joint academic programmes included - <ul style="list-style-type: none"> • Student exchange with Botho University, Botswana in Computer Science • Short-term student exchange in social work with HAWK University, Germany • GIRDT split-site doctoral programme with the University of Virginia, US • Minority Health International Research Training project with University of Virginia, US • Capacity building workshop with Wageningen Research University, Netherlands.
		Hosting of at least three joint conferences or seminars.	Achieved Univen co-hosted these conferences - <ul style="list-style-type: none"> • Univen-Walter Sisulu University research conference in East London. • Midlands State University-Univen conference on entrepreneurship at Gweru. • ACRICE conference at Thohoyandou.

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STRATEGIC OBJECTIVE 7

LINKAGES, PARTNERSHIPS AND INTERNATIONALISATION

Key performance areas	Key performance indicators	Targets 2015	Achievement/Output
Staff and student exchange.	Increased number of staff and students on development and exchange programmes.	Substantively increase number of staff and student exchanges and international visiting scholars.	Achieved In 2015, 31 staff and students participated in outgoing mobility. Univen had at least 25 incoming visiting and exchange students.
International full degree students.	International students constitute 10% of the student body.		Not achieved International students constitute 2, 6 % of the student body. The demise of the Zimbabwean and Botswana governmental scholarship programmes and a far more stringent South African study visa regime caused a substantive decline of international student numbers. The university has established appropriate services for international students and intensified international student marketing, particularly in the Southern African Development Community region, to reverse the trend.
Internationalisation at Univen.	Regular celebrations of cultural diversity to integrate international and local students.	Host at least four functions celebrating cultural diversity.	Achieved These functions celebrating cultural diversity were hosted - <ul style="list-style-type: none"> • Africa Day • Zimbabwe Independence Day • Nigeria and Botswana Independence Day • Cultural exchanges and internationalisation evening
Research and community engagement.	Increase number of visiting academics to Univen.	Monitor and evaluate impact.	Partially achieved In 2015 at least 15 academic delegations visited Univen, as well as various postdoctoral researchers from partner universities. Monitoring is ongoing through the Directorate International Relations. A formal monitoring and evaluation process to be developed.
	Increased number of collaborative projects with national and international institutions and other partners.	Substantively increase collaborative funding.	Achieved New projects included the Minority Health International Research Training projects under the Water and Health in Limpopo collaboration. Funding for collaborative projects is, among other budgets, provided in the academic liaison budget.

STRATEGIC OBJECTIVE 8 ENHANCING THE QUALITY OF STUDENT LIFE

Key performance areas	Key performance indicators	Targets 2015	Achievement/Output
Student governance.	Responsible student leadership.	Ensuring continuous improvement in student leadership programmes through Student Representative Council induction. Student parliament (X4) Debates, leadership seminars (X2)	Achieved <ul style="list-style-type: none"> • The annual induction workshop took place at Tshipise Forever Resorts. • first sitting (presidential inauguration) at the Porsche Villa Hotel in Muledane on 9 March • second sitting at Magoebaskloof Hotel in Tzaneen from 8 to 11 April • SRC Cabinet attended the leadership conference in Cape Town from 24 to 26 June • Pre-policy workshop at 2Ten Hotel in preparation of the annual Constitutional and Policy summit on 14 and 15 September • Constitutional and Policy Summit at the Karibu Leisure Resort in Tzaneen from 20 to 24 September • Election programme on 29 September to 16 October • SRC strategic planning from 1 to 4 December
	Efficient Student Representative Council budget expenditure.	Implement formula for equitable allocation of funding per structure.	Partially achieved Student extra-curricular funding model developed but awaits Council's approval. The model has been sent to the Student Affairs Committee.
	Student leadership development model.	Implementation of student leadership development model.	Partially achieved <ul style="list-style-type: none"> • Draft job description for student development officer developed. • Management approved request to appoint student development officer to implement model. • Student leadership training programmes planned for 2016.

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STRATEGIC OBJECTIVE 8

ENHANCING THE QUALITY OF STUDENT LIFE

Key performance areas	Key performance indicators	Targets 2015	Achievement/Output
Consolidation of student health services.	Primary health care.	Implement reviewed programme for managing primary health care for staff and students.	<p>Achieved</p> <p>At least 6 000 students receiving primary health support through -</p> <ul style="list-style-type: none"> • Preventative services • Curative services • Rehabilitative services • Promotive health services <p>Primary health care visits 11 527 people.</p>
		Participate in local, national and international rollout joint programmes.	<p>Achieved</p> <ul style="list-style-type: none"> • SAACHS conference attended in Durban from 5 to 10 January 2015 • 24 July 2015 and 21 August 2015 Wellness campaign, total 189 clients. • 18 to 21 August - breast cancer awareness during ZAZI campaign and again in October and November 2015. 100 Breast examinations and 84 information pamphlets.
	Coordination management of HIV/AIDS activities and programme.	Implement HIV/AIDS policy and guidelines on campus.	<p>Achieved</p> <p>Policy guidelines distributed during these events -</p> <ul style="list-style-type: none"> • 19 March - 132 clients • 15 May - 45 clients • 14 and 15 March - 50 students trained • 18-and 19 June - Basic HIV/AIDS peer education training workshop - 30 trained • 7 August - Prevention of unplanned pregnancy awareness campaign - 400 students reached. • 17 to 21 August - ZAZI awareness campaign to commemorate Women's Month – 1 450 clients reached.
Consolidation of student sports.	A well-managed and fully developed sports programme.	Develop internal and external collaborative networks, as well as partnerships and resource mobilisation avenues.	<p>Partially achieved</p> <p>Sponsorships solicited for 4 sporting codes but no partnerships were entered into with the sponsors. This could be attributed to the lack of a comprehensive sports development plan.</p>

CRITICAL SUCCESS FACTOR 1

INSTITUTIONAL PLANNING AND QUALITY ASSURANCE

Key performance areas	Key performance indicators	Targets 2015	Achievement/Output
Programme development.	Develop career-focused programmes.	Two career focused programmes submitted to the Department of Higher Education and Training for approval.	Achieved Two career focused programmes, Higher Certificate in Music and Advanced Diploma in Sports Management registered by SAQA.
	Develop postgraduate programmes.	Two postgraduate programmes submitted to Department of Higher Education and Training.	Achieved Postgraduate Diploma in Primary Health Care and District Health Management and Bachelor of Arts Honours in Rural Development registered by SAQA.
Higher education quality sub-framework alignment.	Align all existing programmes and qualifications with higher education quality sub-framework.	16 Category B programmes deemed accredited and aligned to higher education quality sub-framework.	Achieved 20 Category B programmes aligned with higher education quality sub-framework.
Departmental reviews.	Review academic departments.	2 Academic departments reviewed.	Achieved 7 Academic programmes were reviewed.
Management information system.	Data provision to university community and various stakeholders.	Provide data to academic managers on request.	Achieved Data provided to various stakeholders on request.

CRITICAL SUCCESS FACTOR 2

STUDENT ACADEMIC ADMINISTRATION

Key performance areas	Key performance indicators	Targets 2015	Achievement/Output
Higher education management information system reporting.	Compliance with all student, staff and space validation package submission.	Submission of students, staff and space data to Department of Higher Education and Training higher education management information system reporting directorate by due date.	Achieved One student, one staff, one space report submitted by due date.
Business processes re-engineering.	Examination papers processed electronically.	Ensuring that question papers are electronically submitted to Examinations Office.	Partially achieved 99% of all external moderated papers submitted electronically.
	Applicants applying online.	Ensuring that by 2015, applications for admission are done online.	Not achieved Information Communications Technology Department still working on specification needs with service providers in line with Univen's needs as end users.
	Increased number of students using online registration.	Ensuring that 85% of students register online.	Achieved 90,7% students registered online.

CRITICAL SUCCESS FACTOR 3 FACILITIES MANAGEMENT

Key performance areas	Key performance indicators	Targets 2015	Achievement/Output
Implementation of campus master plan.	Approval of infrastructure projects.	Start 10 infrastructure projects for possible completion in 2016.	Partially achieved 9 projects started. One has not been started due to change of building position which led to redesign of the building.
Infrastructure delivery.	Completion of infrastructure projects.	Completion of 17 infrastructure projects.	Partially achieved 9 projects started. One has not been started due to change of building position which led to redesign of building. Not achieved 4 projects not completed. Swimming pool, 'empty shell' in Life Sciences building and sports field change rooms because of poor administration by contractor and contractor's cash flow problems. Student entertainment centre due to delayed relocation of tenant to temporary set-up and also by late issuing of information by civil and structural engineers. Partially achieved Analytical laboratory is almost 95% complete. South African Institute of Chartered Accountants Laboratory due to delayed relocation of tenant to new building.

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CRITICAL SUCCESS FACTOR 3 FACILITIES MANAGEMENT

Key performance areas	Key performance indicators	Targets 2015	Achievement/Output
Infrastructure maintenance and facilities management.	Implementation of maintenance plan and programme.	Spend R20 million on infrastructure maintenance.	<p>Achieved</p> <p>Operational budget that was used for upkeep of university facilities included but not limited to servicing of generators, R6,7m spent on student residence maintenance, R1,82m spent on university house maintenance and R21,03m spent on university building maintenance.</p> <p>Upgrade of facilities such as library void and converted to extra book shelves. Carpets replaced by tiles at student admin building. Pipeline at library replaced with new galvanized pipes.</p> <p>Conversion of workshops to create office space, art gallery conversion of courtyard to tablet service centre.</p> <p>Paraplegic ramps, retaining wall at auditorium garden, wash troughs at student residences, waterproofing of main admin roof in line with condition assessment.</p> <p>Air conditioning, electrical installations, student residences, roads, sewer, cafeteria and lecture hall maintenance.</p>
		Appoint 6 additional infrastructure and facilities staff.	<p>Achieved</p> <p>5 staff members appointed.</p> <p>Not achieved</p> <p>Assistant project manager not appointed. Position advertised but no applicant qualified.</p>
		Quarterly servicing of standby generators, substations and air-conditioners.	<p>Partially achieved</p> <p>Servicing of standby generators and substations.</p> <p>Air-conditioners serviced quarterly.</p>
	Compliance with Occupational Health and Safety Act No 181 of 1993.	Establish Occupational Health and Safety Unit and appoint 3 operational health and safety officials.	<p>Not achieved</p> <p>Finalising shortlisting of candidates for safety officer positions.</p>

CRITICAL SUCCESS FACTOR 4

INFORMATION COMMUNICATIONS TECHNOLOGY IN SUPPORT OF UNIVERSITY'S CORE BUSINESS

Key performance areas	Key performance indicators	Targets 2015	Achievement/Output
Information security and business continuity.	Approved disaster recovery plan by Audit Committee and Council.	Disaster and recovery plan approved.	Achieved in 2014 Approved by Council on 11 April 2014, to be revised in 2016.
Information communications technology planning.	Implementation of information technology master plan.	Information technology master plan implemented.	Partially achieved Although most targets in the technology master plan are achieved, the disaster recovery site, access to resources at Vuwani site and digitisation of learning material may have not been achieved fully. Section 10.4 of the business plan shows the information communications technology master plan.
Information communications technology governance.	Adoption of information communications technology governance framework.	Information communications technology governance adopted.	Achieved in 2014 Approved by Council on 11 April 2014, to be revised in 2016.

CRITICAL SUCCESS FACTOR 5

ACADEMIC LIBRARY AND INFORMATION SERVICES

Key performance areas	Key performance indicators	Targets 2015	Achievement/Output
Provision of information resources.	Growth in size of book collection.	Increase library inventory by 3 000 volumes.	Achieved 3 615 volumes added.
	Expand collection of e-journals.	Increase number of journal subscription by 50 titles.	Achieved 1 213 journal titles published by Wiley were subscribed to.
	Procure e-books.	At least 2 200 new e-books procured.	Achieved 10 852 e-books purchased.

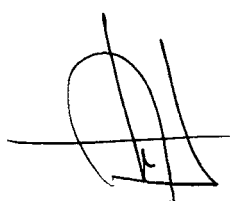
CRITICAL SUCCESS FACTOR 6 COMMUNICATION AND MARKETING

Key performance areas	Key performance indicators	Targets 2015	Achievement/Output
Drawing attention of various publics locally and internationally through appropriate media to project a positive image of Univen.	Publication of the university's successes and developments through print and electronic media.	<p>Visit at least 3 media houses to develop and maintain relationship to encourage them to publish Univen's achievements.</p> <p>Profiling the university chancellor, vice chancellor and Chair of Council in print and electronic media.</p>	<p>Not achieved</p> <p>Attempts to secure appointments with Sunday Times, Sowetan, Limpopo Mirror and New Age failed. However, arrangements will be made to meet with the editors in 2016.</p> <p>Achieved</p> <p>The Vice Chancellor was profiled in various communiques and in Nendila Newsletter. The Chancellor and Chair of Council were profiled in communiques and Nendila Newsletters as well as in City Press and Sowetan newspapers after September 2015 graduation.</p>
	University's image reinforcement plan.	Implementation of image reinforcement plan.	<p>Achieved</p> <p>As per the image reinforcement plan, these were achievements -</p> <ul style="list-style-type: none"> - Publishing of Vice Chancellor's Student Excellence Awards. - Publishing of Vice Chancellor's Excellence Awards in Research, Teaching and Learning and Community Engagement. - Hosting of SETA's Day on campus. - Launch of Law Alumni Chapter. - Launch of Zimbabwe International Alumni Chapter. - Article about rolling out of tablets to more than 14 000 students.

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CRITICAL SUCCESS FACTOR 6 COMMUNICATION AND MARKETING

Key performance areas	Key performance indicators	Targets 2015	Achievement/Output
	Production of publications.	Production of university newsletter, marketing brochure, annual report and other publications.	Achieved More than ten issues of Nendila Newsletter were produced and distributed to internal and external stakeholders. 50 000 brochures were produced and distributed to prospective students. 1 500 copies of 2014 annual report were produced and distributed to internal and external stakeholders.
	University's image reinforcement plan.	Publishing of university's achievements.	Achieved The university's achievements were shared with internal and external stakeholders through communiques, media releases, Nendila Newsletter, Alumni News as well as Univen Radio and other radio stations.
	Participation in career information sessions locally and internationally.	To attract at least 200 international students for 2015 academic year.	Not achieved The university did not participate in any career expo internationally to recruit students in 2015. Arrangements are in place to participate in international career expos in 2016.
Educate, inform and entertain Univen's internal and external publics.	Increased use of Univen Radio as a communication tool.	Encourage schools and departments to share information with stakeholders through Univen Radio.	Achieved Univen Radio provided coverage during strategic events on campus. Univen Radio programmes were advertised on Limpopo Mirror Newspaper every Friday in 2015. Interviews were conducted with various internal stakeholders like Campus Health, Communications and Marketing, Community Engagement, International Relations, Research and Innovation, Disability Unit, student counselling, Law, library, Student Representative Council, National Student Financial Aid Scheme.



Prof Peter A Mbatl
Vice Chancellor and Principal



Serobi Maja
Chairperson of Council



LEADING FOR PROGRESS

Report of the Chairperson of Council

For the year under review the core business of the University of Venda continued to be the centre of focus. Univen proudly celebrates the significant strides made to improve its research output, especially the marked improvement in the 2014 output which was released in 2015. The university was allocated a total of 225.16 units for books, conference proceedings and journal publications after an assessment on the claim submitted for research output to the Department of Higher Education and Training. This was an increase of 76.39 units or 51%, from the 148.77 units awarded for the 2013 publications. This was a continuous growth over the past five years. The number of rated researchers now stands at 16.

The student enrolment for 2015 continued an upward trend to 14 147 against the target of 13 164 as per the approved ministerial enrolment plan. This included 3 457 first-entering undergraduate and 556 first entering and postgraduate students. The university has a mandate through the Southern African Development Community protocols to recruit international students. By the end of 2015 the university registered 374 international students.

Univen showed strong financial results, with an operating surplus of R50 million. While I am heartened by these meaningful advances, it is imperative that resources are optimally planned and allocated between required outputs. I acknowledge the current performance which provides reasonable optimism to achieve sound long-term financial equilibrium given pressing financial constraints. It is our commitment to remain vigilant and disciplined in seeking greater efficiencies by aggregating activities.

Council is confident that it has sufficiently exercised its oversight and governance roles on the management of the University of Venda in 2015. This is a result of Council putting in place mechanisms that ensured effective execution of its responsibilities and implementation of key objectives for 2015. These were -

- Conversion to a comprehensive university;
- Enhancing the quality of teaching and learning;
- Advancing the research and innovation mandate;
- Integration of community engagement into the core business of the university;
- Financial sustainability;
- Integrated human resources management and development;
- Linkages, partnerships and internationalisation; and
- Enhancing the quality of student life.



*Serobi Maja
Chairperson of Council*

A comprehensive report on the university's performance against each of these objectives is presented in the vice chancellor's performance report. Council appreciates the hard work and commitment to the university's strategic plan by all stakeholders. It is through focused commitment that Univen will remain on track towards realising its objectives.

While quality infrastructure supportive of an optimal learning environment remains a major challenge due to the ever-increasing demand for higher education, I am encouraged that the university will meet the demand due to the interest of the private sector and government to meet the university's infrastructure needs. We appreciate the support from the Minister of Higher Education and Training, Dr Blade Nzimande and his commitment towards improving Univen's infrastructure. For future infrastructure development, the university announced a historic loan agreement with the Development Bank of Southern Africa for R300 million for the construction of two new student residences.

To ensure sustainable growth of the institution and its academic programmes, we will maintain our prudent approach to financial management. Management has exercised sufficient control over funds received from our subsidy – which remains our largest source of income – student fees and third stream income. The consolidated financial statement of activities presented in accordance with generally accepted accounting principles with clear recognition of revenue earned and expenses incurred, is included in this report. Overall, I am convinced that the funds have been used in the interest of the university to the best extent possible.



Effective ethical leadership and corporate citizenship

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

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

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

Leadership and institutional transition

Univen has a competent and experienced executive management team led by the Vice Chancellor and Principal, Prof Peter Mbatlali, with two Deputy Vice Chancellors, Dr Jannie Zaaiman for Operations and Prof Jan Ernst Crafford for Academic. The University Registrar, Prof Azwihangwisi Edward Nesamvuni is also part of the university's executive management team.

Effective governance and risk management

The Council of the University of Venda holds office for five years. However, student leaders who are also members of Council only hold office for one year. The Council is constituted of members representing different constituencies within and outside the university.

Members bring diverse competencies and skills in areas such a legal, financial, auditing, human resources and human rights. This diversity, coupled with executive management's academic background provides a reasonable balance of expertise to attend to matters before Council.

Given Univen's growth in terms of student enrolment, financial portfolio and infrastructure construction, there is consensus on inherent risks associated with required capacity for controls. Given the magnitude of the infrastructure and the value of construction projects, I acknowledge the need for strengthened governance of supply chain management and bid adjudication processes.

A Risk Management Committee has been established to assist Council and the Vice Chancellor to manage residual, current and projected risks. The committee discharges risk management and control responsibilities in accordance with prescribed legislation and corporate governance principles. The sub-committee is chaired by an external person and met on five occasions in the course of 2015.

Capacity to the office of the Director of Internal Audit was increased by one official. Council appreciates the need to

manage risk and will consider the implementation of a decision by joint management and the Audit and Risk Committees to create a dedicated capacity to focus specifically on risk in the course of 2016.

Management has presented to Council a revised strategic plan which was approved by Council. The revised plan has embedded even stronger emphasis on risk management to meet reporting requirements consistent with the new regulations for reporting by public higher education institutions.

Governance of information technology

Governance of information technology is through the Information Communications Technology Steering Committee, the driver at a management/operational level of all information technology strategies and operational activities. This permanent committee with recommending powers to management on all information technology operational matters reports directly to the Risk Management Committee, the Audit Committee and to management of the relevant delegated authorities. Council approved the implementation of COBIT 5 and VAL /IT as the university's governance frameworks..

The COBIT 5 framework for the governance and management of enterprises information technology is a leading-edge business optimisation and a growth roadmap that leverages proven practices, global thought leadership and ground-breaking tools to inspire information technology innovation and fuel business success.

Council also approved the university's disaster recovery plan which is a set of procedures to recover and protect the university's information communications technology infrastructure in the event of a disaster.

Compliance with overall national statutory framework

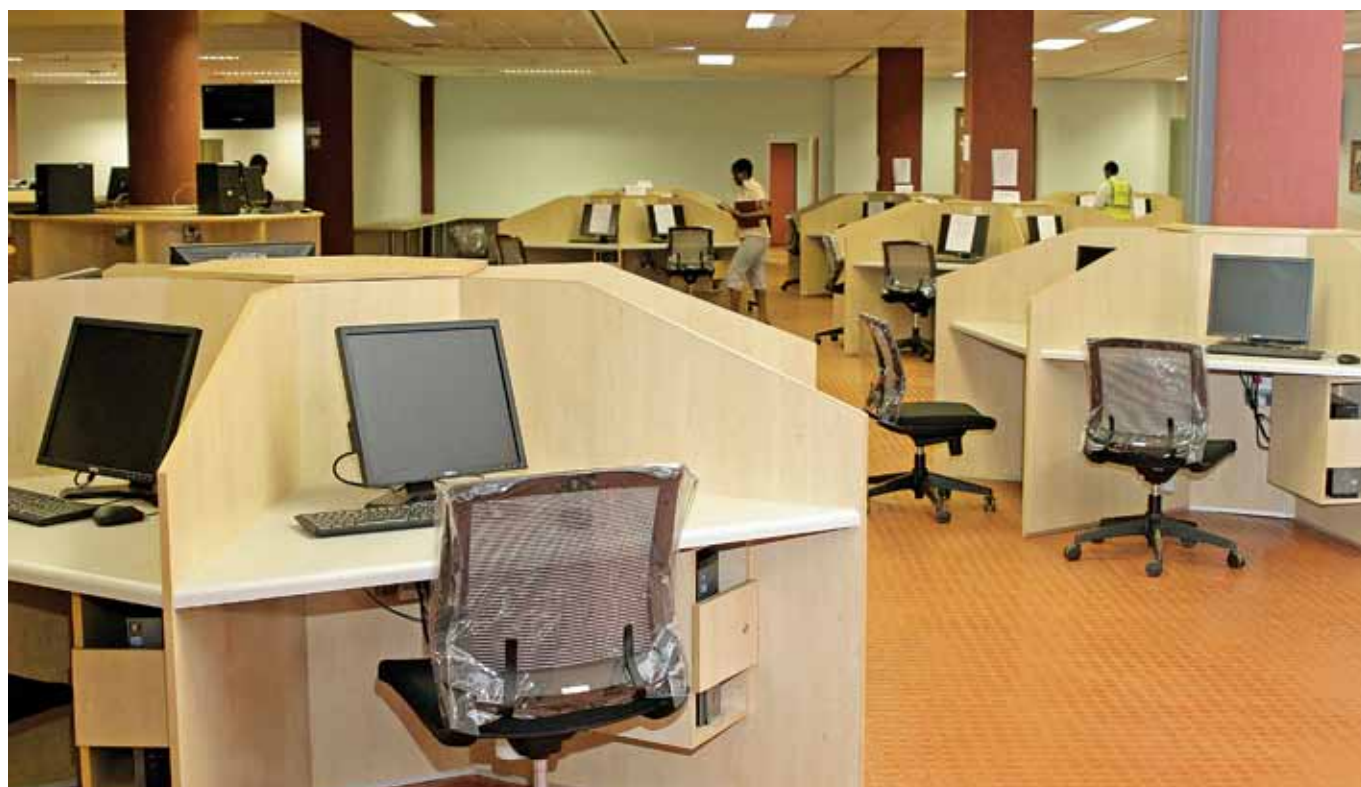
The Council has delegated to the Audit and Risk Committee the role of ensuring compliance with all relevant legislation, statutory requirements, Council directives and the code of ethics. Council also delegated the critical role of enterprise risk management which includes the assessment of organisational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

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

Remuneration of councillors

It is the responsibility of Council to ensure effective governance of the university's finances and avoid conflict of interest. External members of Council receive an honorarium per meeting in recognition of their role and commitment to the institutional cause. Members are also reimbursed expenses on travelling within the prescribed rates approved by Council.

Council reviews prescribed rates based on inflation rates to remain within reasonable reimbursement costs. Overall, there are no disclosures on the remuneration of Council members as they are not paid for their services. We wish to thank all members for their commitment to the university.





Matters approved by Council

Procurement

The procurement process is governed and implemented by the supply management policy, guided by Council's Bid Adjudication Committee. Identification of procurement requirements remains the responsibility of management with approval from full Council. In the course of 2015 these bids were approved -

- Acquisition of a 65-seater bus
- Two-year building maintenance contract
- Debushing, site clearance and rubble removal at the university
- Supply, installation and maintenance of information and communications technology wireless network infrastructure
- Payment of Microsoft volume licenses be made through a third party
- Gardening services
- Cleaning services
- Cleaning services at student residences
- Upgrade of the student entertainment centre
- Management of the Development Bank of Southern Africa-funded student residences project
- Supply and maintenance of computers
- Supply of catering services
- Supply and installation of generator sets at main administration, E block lecture theatre and Life Sciences buildings
- Supply and installation of uninterruptible power supply in the main administration building
- Construction of the new piggery, abattoir and milking parlour
- Development of water storage, boreholes and reticulation
- Construction of staff houses at Sibasa, phase 1A
- Construction of staff houses at Sibasa, phase 1B
- Supply, installation and maintenance of information communications technology network infrastructure
- Cleaning services at offices and lecture halls
- Supply of hazardous waste management services
- Construction of DBSA funded student residences project
- Construction services for the refurbishment and upgrade of the main gate
- Supply of comprehensive book management services
- Construction of the School of Agriculture renewal project
- Construction of the African Languages Building project
- Supply of tuck shop services



Policies

These policies were amended or revised due to their prescribed review date -

- Revised policy on Council code of conduct
- Revised policy on recruitment, selection and placement
- Revised policy on remuneration
- Revised policy on remission of tuition, board and lodging fee
- Revised policy on employment equity
- Revised policy on sexual harassment
- Revised policy on indebtedness to the university
- Revised policy on probation
- Revised policy on risk benefits
- Revised policy on transfer of staff
- Revised policy on orientation and induction programmes
- Revised policy on leave
- Amendments to the policy on student gatherings/demonstrations

Additional matters

- Constitution of the new Council for the term 21/11/2014 to 22/11/2019.
- Election of chairperson, deputy chairperson and other office bearers of Council.
- Election of Council members to serve on Senate, Honorary Degrees Committee, Quality Assurance Board, Staff Development and Training Committee, Executive Committee of Convocation and Institutional Forum.
- Approval of three-year strategic internal audit plan 2015-2017 and one-year operational plan until 31 December 2015.
- Approval of the write-off of long outstanding library fines for 1998 to 2010.
- Approval of the draft consolidated annual financial statements until December 2014, for submission to the auditors for external auditing.
- Approval of the appointment of Mr JM Lekgetha and Ms NV Makhari as external experts of the Audit Committee.
- Approval of the reduction of Health Clinic tariff consultation fee from R30.00 to R20.00 to comply with the National Health Act (Act 61 of 2003).

- Approval of the applications for promotions/remuneration package progression/once-off performance bonus of non-academic (admin and service) staff with retrospective effect from 1 December 2014.
- Approval that candidates who participate in the nGAP project are absorbed into the faculty as permanent staff members on completion of their doctoral degrees.
- Approval of the creation and filling of the position of lecturer in the Department of Zoology in the School of Mathematical and Natural Sciences.
- Approval of the creation and filling of two positions of safety officers in the Department of Facilities Management:
 - 1 x Safety Officer P9 (legal compliance)
 - 1 x Safety Officer P9
- Approval of the downgrading of the position of student counsellor P6 to student counsellor P7.
- Approval of the creation and filling of four positions of paramedics on a 12-month contract basis.
- Approval of the creation and filling of eight positions in the deans' offices to take over the deans' lecturing responsibilities during their incumbency as deans.
- Approval of the conversion of the position of stadium superintendent P10 to Technical Supervisor: Sport and Recreational Facilities P8.
- Approval of the restructuring of academic departments in the School of Education:
 - The splitting of the Department of Curriculum Studies into two separate disciplines - the Department of Curriculum Studies and the Department of Educational Management
 - The addition of the Department of Education Foundation
- Approval of the amendment of the tariff list for marking undergraduate and postgraduate sample scripts and marking of portfolios for 2014 and 2015.
- Approval of the creation and filling of four positions in the Department of Communications and Marketing (correction of the number and/or titles):
 - 2 x Assistant Media and Publications Officer P9
 - 1 x Assistant Media and Sound Broadcasting Officer P9
 - 1 x Assistant Schools Liaison Officer P9
- Approval of the creation and filling of the position of Chief Demand and Acquisition Officer P7 in the Department of Finance (correction of the title).
- Approval of the terms of reference, composition and the appointment of members of the Executive Management Remuneration Committee.
- Approval of the authorisation of Prof PA Mbatl, Vice Chancellor and Principal, to sign all documents relating to transfer/donation of land by the Thulamela and Makhado Municipalities to the University of Venda, after the approval by the Council and where necessary, the Minister of Higher Education and Training.
- Approval of the transfer/donation of Thulamela and Vuwani land to the University of Venda.
- Approval of the 2014 annual report and consolidated annual financial statements.
- Approval of the Institutional Forum's constitution.
- Approval of the provision of guarantees for private residences by the University of Venda.
- Approval of the application for the release of R155 million for six new infrastructure projects for the financial years 2015 to 2018 from Council controlled funds.
- Approval of the application for the release of an amount of R3 725 750 from Council controlled funds towards the upgrades of the information and communications technology infrastructure.
- Approval of the creation and filling of a post of Assistant Management Information Specialist P7 in the Management Information Section of the Directorate of Institutional Planning and Quality Assurance.
- Approval of the promotions of academic staff and laboratory technicians with retrospective effect from 1 April 2015.
- Approval of the extension of the Student Entertainment Centre's contract by six months up to 30 June 2016.
- Approval of the payment of an allowance for the period of coordination of the activities of Supply Chain Management.
- Approval of the outcome of appeal for student Mr E Tshihwilihili.
- Approval of the request from the Tshivhase Traditional Council for advance payment of R200 000.
- Approval of the creation and filling of eight new academic and technical positions in the Department of Food Science Technology, School of Agriculture. These positions are -
 - 1 x Associate Professor
 - 2 x Senior Lecturer with a PhD
 - 1 x Lecturer
 - 1 x Pilot Plant Technician PL9
 - 3 x Laboratory Technician PL9
- Approval of the change of designation of the post of Research Technical Expert P6 to that of Postgraduate Coordinator P7 on the establishment of the Directorate of Research and Innovation.
- Approval of the promotions of three secretaries P11 to Executive Secretaries P9 and one Executive Secretary P9 to Personal Assistant P8.

- Approval of the revised statute.
- Approval of the appointment of serving members of the Council as non-remunerated special category academics.
- Approval of the outcome of appeal for student Miss EC Kadyamatimba.
- Approval that the accounts of 960 students who had registered for school-specific computer literacy modules in the School of Education, should be credited with R6 920 each, amounting to R6 643 200.
- Approval of the deviation from the human resources processes in the creation of new positions in the Directorates of Finance, Legal Services and Institutional Planning and Quality Assurance.
- Approval of the outcome of appeal for student Mr MA Shibambu.
- Approval of the creation and filling of two positions of Laboratory Technician (P9) and Junior Laboratory Technician (P10) in the Department of Urban and Regional Planning in the School of Environmental Sciences.
- Approval of the creation and filling of 21 positions for the new programmes in the School of Health Sciences. These are -
 - 2 x Lecturer and 2 x Senior Lecturer in the Clinical Associate programme
 - 2 x Lecturer and 2 x Senior Lecturer in the Physiotherapy programme
 - 2 x Lecturer and 2 x Senior Lecturer in the Radiography programme
 - 2 x Lecturer and 2 x Senior Lecturer in the Dentistry programme
 - 3 x Lecturer and 1 x Senior Lecturer in the BSc in Environmental Health programme
 - 1 x Lecturer to offer Biological Sciences in the School of Mathematical and Natural Sciences



- Approval of the creation and filling of two positions of Senior Lecturer/Associate Professor/ Professor in the Department of Business Management.
- Approval of the creation and filling of two junior lectureship positions in the School of Management Sciences, Department of Economics.
- Approval of the promotions of academic staff and laboratory technicians from 1 December 2015.
- Approval of the creation and filling of 14 positions in the Centre for Biokinetics, Recreation and Sport Science, School of Health Sciences, to be staggered over four years as from 2016. These are -
 - 1 x Lecturer in the Biokinetics programme
 - 2 x Senior Lecturer in the Biokinetics programme
 - 2 x Lecturer in the Recreation and Leisure Studies programme
 - 2 x Senior Lecturer in the Recreation and Leisure Studies programme
 - 2 x Lecturer in the Exercise and Sport Science programme
 - 2 x Senior Lecturer in the Exercise and Sport Science programme
 - 2 x Lecturer in the Advanced Diploma in Sport Management programme
 - 1 x Senior Lecturer in the Advanced Diploma in Sport Management programme
- Approval of the appointment of Ms MF Taukobong to serve as external expert on the Audit Committee in terms of Section 3.1(ii) of the University of Venda's Audit Committee's Charter.
- Approval of the 2016-2020 University of Venda's strategic plan.
- Approval of Student Affairs Committee's revised terms of reference.
- Approval of the outcome of appeal of Student Singwane Nkosingiphile.
- Approval of the appointment of Mr RC Chagga to fill the vacant position on Council in terms of Section 16.4(O) of the University of Venda's statute.
- Approval of the revised Memorandum of Agreement between the University of Venda and the Tshivhase Traditional and Royal Council signed on 28 October 2015.
- Approval of the appointment of a task team to develop the strategic transformation plan and austerity measures in light of the #FeesMustFall campaign.
- Approval of the appointment of Mr KC Razwiedani to replace Prof KG Setswe as a Council representative on the Finance Committee.

- Approval of the University of Venda's 2016 annual performance plan.

It is through these reviews and approvals that Univen continues to remain relevant to its vision and mission, its

statute and national statutory provisions governing South Africa's higher education.

In terms of Section 16.4 of the statute, the University of Venda Council was constituted in 2015 -

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

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

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

Section 16.4. (k)	The President of the Student Representative Council and one other member of cabinet elected by cabinet	Ms MC Nthulane Mr S Ramalwa	19/11/2015 to 30-09-2016
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Notes - (i) The term of office of the Student Representative Council representatives on Council, Mr MR Motubvu and Mr MC Mukwevho, expired on 30 September 2015. They were replaced by Ms MC Nthulane and Mr S Ramalwa.

Attendance of Council meetings

Name	20/02 (special)	17/04	26/06	11/09	26/10 (special)	20/11
Prof PA Mbatl	X	X	X	X	X	X
Mr Serobi Maja	X	X	X	X	X	X
Thovhele MPK Tshivhase	X	A	X	X	X	X
Prof JE Crafford	X	X	A	X	X	X
Dr JJ Zaiman	X	X	X	X	X	X
Ms ST Baloyi	A	X	X	X	X	X
Mr ME Selomo	X	X	X	X	X	X
Mr MP Molapo	X	X	X	X	X	X
Ms KS Makgoka	X	X	X	X	X	X
Prof VO Netshandama	X	X	X	X	X	X
Mr KR Madzhie	X	A	X	X	X	X
Ms NG Mahosi	A	A	A	A	A	X
Mr MR Mutobvu	X	X	X	X	N/A	N/A
Mr MC Mukwevho	X	X	A	X	X	N/A
Prof GRA Mchau	X	X	A	X	X	X
Mr BL Makhado	X	A	X	X	X	X
M. NA Mutoti	X	X	X	X	X	X
Mr LL Ndou	X	X	X	X	X	X
Dr NB Nthambeleni	X	X	X	X	X	X
Dr LJ Phahlamohlaka	X	X	X	X	X	X
Prof MN Phaswana-Mafuya	X	X	X	A	X	A
Prof CM Nherera	A	X	A	X	A	X
Mr JM Seoloane	A	X	A	A	A	A
Prof KG Setswe	X	X	X	X	X	X
Mrs ES Mabusela	X	X	X	X	A	X
Mr KK Maimela	X	A	X	X	X	X
Mr ML Mashego	A	X	X	A	A	X
Mrs MG Maluleke	X	X	X	X	X	X
Mr KC Razwiedani	NYA	NYA	X	X	X	X
Mr RC Chhagan	NYA	NYA	NYA	NYA	NYA	NYA
Prof AE Nesamvuni (Secretary to Council)	X	X	X	X	X	X
Members who served on Council for only part of the period						
Ms MC Nthulane	NYA	NYA	NYA	NYA	NYA	X
Mr S Ramalwa	NYA	NYA	NYA	NYA	NYA	X

Legend: X = Present A = Apology NYA = Not Yet Appointed

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

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

My sincere gratitude goes to the Executive Committee of Council, Council members, executive management, senior management and staff for a productive 2015.



Serobi Maja
Chairperson of Council



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 III Report on Corporate Governance. Its composition in terms of its sub-committees is designed to meet standard governance requirements and compliance with statutes. Primarily, Council is aware of its responsibilities as required by the Higher Education Act, 1997, Act 101 of 1997 for governing the university as a public entity committed to becoming a centre of excellence in creating future leaders.

Council

The Council consists of persons elected in accordance with the University of Venda Statute of 2011. The ratio of Council members consists of 60% external and 40% internal members to ensure objectivity as well as stakeholder participation 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
- Bid Adjudication Committee
- Finance Committee
- Senate
- Human Resources Committee
- Student Affairs Committee
- These committees meet four times per year prior to Council meetings and submit reports for consideration at each ordinary meeting and makes recommendations to Council.

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

These meetings were held in 2015 -

- (i) 20/02/2015 (special)
- (ii) 17/04/2015
- (iii) 26/06/2015
- (iv) 11/09/2015
- (v) 26/10/2015 (special)
- (vi) 20/11/2015





Executive Committee of Council

The Committee has these responsibilities -

- (i) To advise Council on matters of policy.
- (ii) To make decisions on behalf of the Council on matters of an urgent nature, provided that any such decisions be ratified by the Council at its next meeting.
- (iii) To consider and make recommendations to Council on reports.
- (iv) To advise Council on any matter which it deems expedient for the effective and efficient management of the university.
- (v) To perform such other functions as the Council may determine.

These meetings were held in 2015 -

- (i) 10/04/2015
- (ii) 19/06/2015
- (iii) 04/09/2015
- (iv) 13/11/2015

Executive Management Remunerations Committee

The committee has these responsibilities -

- 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.

This meeting of the Executive Management Remunerations Committee was held in 2015 -

- (i) 04/09/2015

Appeals Committee

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

These meetings were held in 2015 -

- (i) 27/06/2015
- (ii) 18/07/2015
- (iii) 26/09/2015

Audit and Risk Committee

The committee has these responsibilities –

Auditors and External Audit

Consider the liaison with Auditor General and where appropriate, the appointment and retention of external audit services and deal with matters regarding dismissal and resignation of external auditors;

- 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 impair their independence;
- Review external auditors' proposed audit scope, approach and fees, including coordination of audit effort with internal audit;
- Monitor annually the performance and effectiveness of the external auditor and make recommendations to the Council Concerning their re-appointment, where appropriate;
- 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 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 overall audit role to explore objectives, minimise duplication, discuss, implications of new auditing standards and ensure that 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;
- Identify key matters identified in management letters requiring follow-up;
- Monitor the implementation of agreed audit-based recommendations; and
- Ensure that all significant losses have been properly investigated and that the internal and external auditors have been informed.

Risk management

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

Compliance

- Review the effectiveness of the system for monitoring compliance with laws and regulations and the results of management's investigation and follow-up (including corrective action) of any instances of noncompliance;
- Review the findings of any examinations by regulatory agencies and any auditor observations;
- Review the process for communicating the code of conduct to personnel and monitor compliance; and
- Obtain regular updates from management and the university's legal counsel regarding compliance matters.

Financial statements

- Review quarterly financial statements (income and expenditure statements);
- Review significant accounting and reporting issues, including complex or unusual transactions and highly judgmental areas, recent professional and regulatory pronouncements and understand their impact on the financial statements;
- Review with management and the external auditors the results of the audit, including any difficulties encountered;
- Review and approve the annual financial statements before they are handed to the external auditors for the annual audit;
- Review the annual financial statements, focussing on -
 - Completeness, consistency with information known to committee members, and whether statements reflect appropriate
 - Accounting principles;
 - Implementation of new systems;
 - Tax and litigation matters involving uncertainty;
 - Any changes in accounting policies and practices;



- Major judgmental 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; and
 - Major adjustments processed at year-end.
- Review other sections of the annual or integrated report and related regulatory filings before release and consider the accuracy and completeness of the information;
 - Review with management and the external auditors all matters required to be communicated to the committee under generally accepted auditing standards;
 - Understand how management develops interim financial information, and the nature and extent of internal and external auditor involvement; and
 - Review interim financial reports with management and the external auditors before filing with regulators and consider whether they are complete and consistent with the information known to committee members.

Internal control and internal audit

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

- Reviewing the effectiveness of the university's systems of internal control, including internal financial control and business risk management;
- Reviewing the safeguarding of university's assets against unauthorised use or disposal;
- Reviewing the controlling of the overall operational and financial reporting environment;
- Monitoring the maintenance of proper and adequate accounting records;
- Reviewing matters reported by the internal audit function and the adequacy of corrective action taken in response to internal audit findings, including differences of opinion between management and internal audit and monitor the implementation of agreed audit-based recommendations;
- Satisfying itself that satisfactory value for money arrangements are in place to promote economy, efficiency and effectiveness;



- Directing and supervising investigations into matters within its scope, for example, evaluations of the effectiveness of the university's internal control, cases of employee fraud, misconduct or conflict of interest;
- Ensuring that a combined assurance model is applied to provide a coordinated approach to all assurance activities. (King III Section 3.5);
- Assisting Council in the discharge of its responsibilities relating to the governance of Information Technology (King III Section 5.7);
- On a regular basis, meeting separately with the chief audit executive to discuss any matters that the committee or internal audit believes should be discussed privately;
- Recommending to Council the appointment and retention, dismissal or reassignment of the internal audit function;
- Reviewing with management and the chief audit executive the charter, activities, staffing and organisational structure of the internal audit function;
- Evaluating annually the independence, effectiveness and performance of the internal audit unit and making recommendations to Council concerning the re-appointment of internal audit, where appropriate;
- Final authority to review and approve the annual audit plan and all major changes to the plan;
- Reviewing externally appointed internal auditors' engagement letters, with particular reference to the terms, nature and scope of the function, the timing and nature of reports and the related audit fees;

- In consultation with the Internal Audit Department, establish an audit charter to guide the internal audit approach;
- Reviewing and approving the internal audit charter, internal audit plans and work programmes and internal audit's conclusions with regard to internal control – ensuring appropriate cover of risk areas in the scope of work;
- Reviewing the objectives and the operations of the internal audit function;
- Reviewing the internal audit function's compliance with its mandate as approved by the committee;
- Ensuring there are no unjustified restrictions or limitations and reviewing and concurring the appointment, replacement, or dismissal of the Director: Risk and Audit;
- Reviewing the performance of the Director Risk and Audit at least once per year and concurring with the annual compensation;
- Assessing the adequacy of performance of the internal audit function;
- Reviewing the effectiveness of the internal audit function, including compliance with applicable standards, the adequacy of available internal audit resources, reviewing the cooperation and coordination between the internal and external audit functions and co-ordinating the formal internal audit work programme with external auditors to avoid duplication of work; and
- Reviewing significant differences of opinion between management and the internal audit function.



Ethics

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

Information technology governance

- Assisting the Council in carrying out its information technology governance responsibilities and report at least annually to the Council on Information Technology Governance;
- Ensuring that reasonable steps have been taken to implement an information technology governance framework;
- Reviewing, on behalf of Council, information technology policies, the university's governance framework and internal control frameworks;
- Performing oversight over significant information technology investments and expenditure;
- Ensuring that information technology forms an integral part of the university's risk management process; and
- Reviewing independent assurance on the effectiveness of information technology internal controls.



Other responsibilities

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

Performance management

- Review the university's compliance with the performance management and reporting system;
- Review whether performance management systems reflect the university's purpose and objectives;
- Review whether the performance reporting and information uses appropriate targets and benchmarks; and
- The Audit Committee should review the performance information which has been quality assured by Internal Audit twice per year based on proof of evidence as submitted by Management.

The Audit Committee operates in accordance with written terms of reference, confirmed by Council, which provide assistance to the Council with regard to:

- Ensuring compliance with applicable legislation and the requirements of regulatory authorities;
- Considering sustainability matters in the integrated report;
- Monitoring the appropriateness of a public higher education institution's combined assurance model;
- Concluding and reporting to stakeholders on an annual basis on the effectiveness of internal financial controls;
- Matters relating to financial and internal controls, accounting policies, reporting and disclosures;
- Reviewing at least annually the internal auditors' assessment of risks and approving the internal audit plan to ensure that audits are appropriately conducted to mitigate the risks identified;
- Monitoring compliance with internal and external audit policies;
- The activity's, scope, adequacy and effectiveness of internal audit function and audit plans;

- Assessing all areas of financial risk and its management;
- Reviewing/approving external audit plans, findings, annual audit management letters, problems, reports and fees;
- After due deliberation and discussion with the external auditors, recommending the annual financial statements to the Finance Committee;
- Following up on a regular basis that all items raised in the annual audit management letter and interim internal audit reports are addressed and that actions previously taken to address these issues are still in place and effective – including points raised in previous reports and deemed to have been previously resolved; so as to ensure that the problem has not recurred;
- Reviewing and recommending to Council financial policies and any changes thereto;
- Ensuring that policies are in place to ensure the protection of a public higher education institution's assets from loss or unauthorised use and reporting to the department on material losses arising from unauthorised or illegal actions and actions taken to remedy the situation;
- In the event that a public higher education institution's audit report is qualified, the audit committee makes a statement to that effect and explains the reasons for the qualification and outlines in reasonable detail what actions have been implemented to ensure immediate reversal of this state;
- Compliance with a public higher education institution's ethics and corporate citizenship initiatives;
- Compliance with a public higher education institution's code of ethics; and



- In the event of a public higher education institution having no credible internal audit function, an explicit statement as to this fact needs to be accompanied by how the audit committee has satisfied itself that all necessary controls and procedures have been adhered to.

These meetings were held in 2015 -

- (i) 27/03/2015
- (ii) 12/06/2015
- (iii) 14/08/2015
- (iv) 06/11/2015
- (v) 12/11/2015 (special)

Bid Adjudication Committee

The Committee has these responsibilities –

- Reviewing tenders and expressions of interest for all procurement activity in excess of the university's procurement thresholds; and
- Reviewing the assessments undertaken by the Bid Evaluation Committee for all tender responses 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)
- Providing recommendations for all responses to tender to the Council.

These meetings were held in 2015 -

- (i) 31/03/2015 (special)
- (ii) 13/05/2015
- (iii) 29/05/2015 (workshop)
- (iv) 03/09/2015
- (v) 10/09/2015 (special)
- (vi) 12/09/2015 (special)
- (vii) 12/11/2015
- (viii) 21/11/2015 (special)
- (ix) 06/12/2015 (joint meeting with Finance Committee)

Finance Committee

The committee has these responsibilities -

- 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 of all funds which it administers;
- Determine the manner and extent to which funds are to be invested to ensure 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 recommend to Council the annual operating and capital budgets;
- Approve the level of tuition and residential fees payable by students, and make recommendations to Council on the 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; and
- Approve the annual salary adjustments of staff.

These meetings were held in 2015 -

- (i) 20/03/2015
- (ii) 12/06/2015
- (iii) 14/08/2015
- (iv) 26/10/2015 (special)
- (v) 06/11/2015
- (vi) 06/12/2015 (joint meeting with Bid Adjudication Committee)

Human Resources Committee

The committee has these responsibilities –

- 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

- Advise Council on any matter which it deems expedient for the effective and efficient human resources management of the university;
- Recommend to Council on the delegation of authority to line managers within the university;
- Recommend to Council on all new and revised human resources and employment equity policies; and
- Monitor and evaluate the implementation of Council-approved human resources and employment equity policies.

These meetings were held in 2015 -

- (i) 13/03/2015
- (ii) 09/04/2015 (special)
- (iii) 05/06/2015
- (iv) 22-23/07/2015 (workshop)
- (v) 07/08/2015
- (vi) 16/10/2015
- (vii) 12/11/2015 (special)

Student Affairs Committee

The committee has these responsibilities –

- Enhancement of the social, education and religious interest of students;
- Enhancement of the quality of life of students, including but not limited to sporting and health related aspects;
- Determine and review entitlements of the student leadership;
- Review rules and regulations on student residences and management;
- Conduct of student governance, including consideration of the Student Representative Council's annual programme of action and recommending it to Council;
- Review the Student Affairs organisational structure and make recommendations to the Human Resources Committee; and
- Recommendations on the review of the Student Representative Council's constitution and other policy documents and make recommendations to Council.

These meetings were held in 2015 -

- (i) 11/03/2015
- (ii) 21/06/2015
- (iii) 04/08/2015
- (iv) 05/11/2015

Senate

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

Statement on conflict management and code of ethics

The university's grievance procedure manual facilitates conflict resolution among staff members. The code of conduct and code of ethics facilitate good working relationships among staff members.

The university relates to staff through their staff structures in their various categories – academic staff representatives, administrative staff representatives and service staff representatives.

Students have the Student Representative Council which interacts with management on a regular basis.

Its cabinet is represented on Council on the Student Affairs Committee and on other academic and administrative structures.

These meetings were held in 2015 –

- (i) 18/03/2015
- (ii) 20/05/2015
- (iii) 19/08/2015
- (iv) 21/10/2015

Statement on worker and student participation (co-operative governance)

The university related to staff through various categories of staff structures like academic, administrative and service staff representatives.

The student representative council cabinet which interacts with management regularly is represented on Council, the Student Affairs Committee and other academic and administrative structures.

Furthermore, students are represented on Senate through the chairpersons of the different school councils. Students also participate on the Institutional Forum, Senate and Council as well as some Council committees through their representatives.

Participation of students and workers in the business of the university in 2015 was satisfactory.



Serobi Maja
Chairperson of Council

COUNCIL STATEMENT ON SUSTAINABILITY

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

Univen has implemented various initiatives and programmes to ensure the promotion of community engagement to assist communities in rural areas. The projects include consultation work for the Matsila Community Development Trust. This project established a cattle feedlot and goat and cattle breeding programmes. It also collaborates with the Agricultural Research Council at the Roodeplaat Vegetable and Ornamental Plant Institute to produce disease-free orange fleshed sweet potato vines for local sweet potato farmers.

Furthermore, it includes a partnership with secondary schools in the Vhembe District Municipality as part of a three-year community engagement initiative. This partnership creates a sustainable learning environment in selected schools in the Vhembe District Municipality and a community assessment analysis to improve the health of teenage mothers in rural Limpopo.

In collaboration with the Limpopo Department of Economic Development, Environment and Tourism a project for a biogas digester was established. It deals with biological waste at the university.

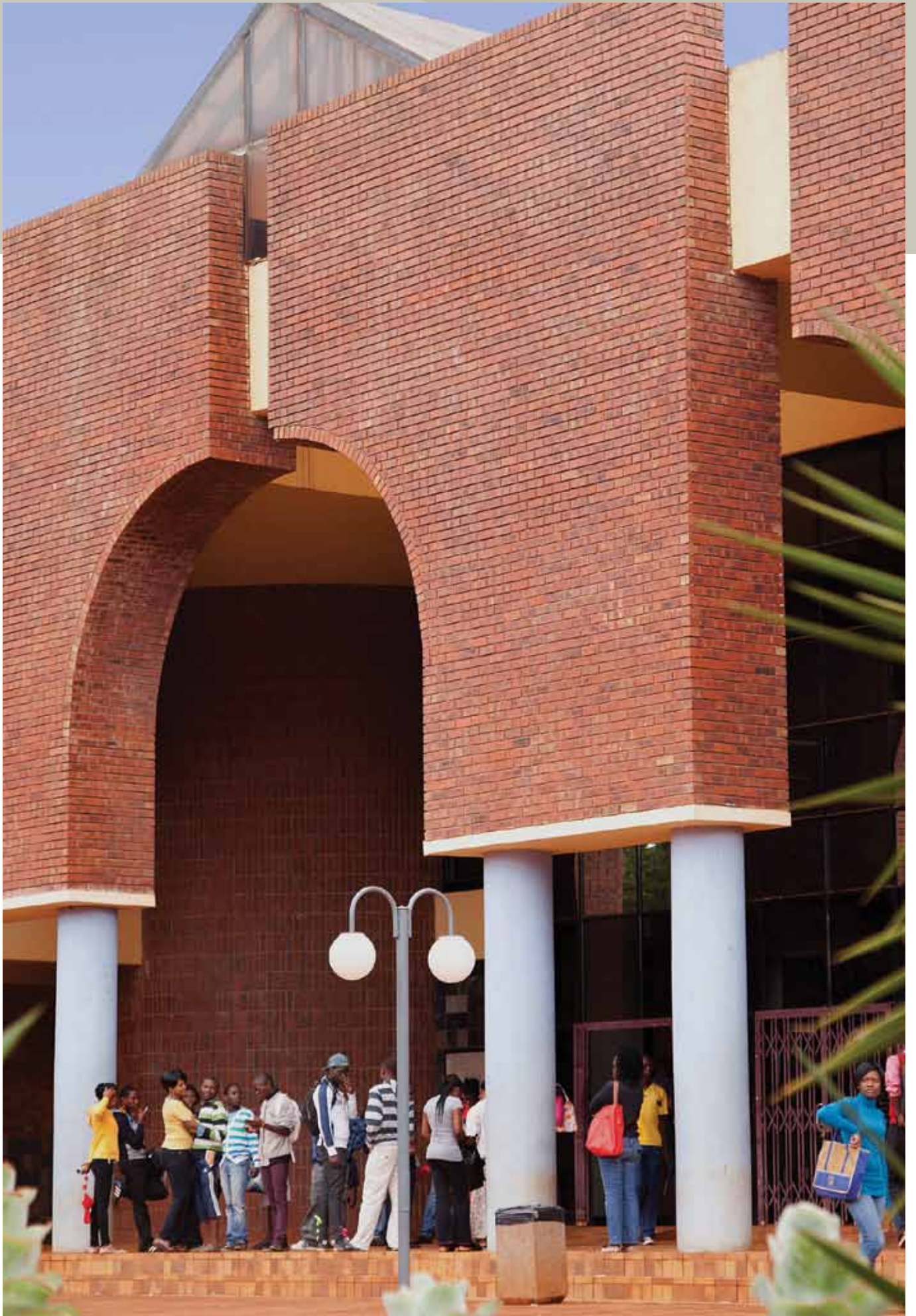
A solar system project at the Vuwani Science Resource Centre produces 5 KVA.

Green information technology addresses the use of smart technology to make many other processes more efficient, organisations more agile and the environment safer. The university has thus requested paperless meetings which management must adopt and implement. Henceforth, the university distributed 13 408 tablets to all graduates as part of e-learning and efficient use of resources.



Serobi Maja
Chairperson of Council





SENATE REPORT

Senate is the highest decision making body on matters relating to the academic core business of the university. Through its executive committee, Senex, it oversees the day-to-day functioning of the core business, deliberates on strategic and operational matters affecting the core business and receives and discusses quarterly reports from five standing Senate committees and from the academic boards of the eight schools.

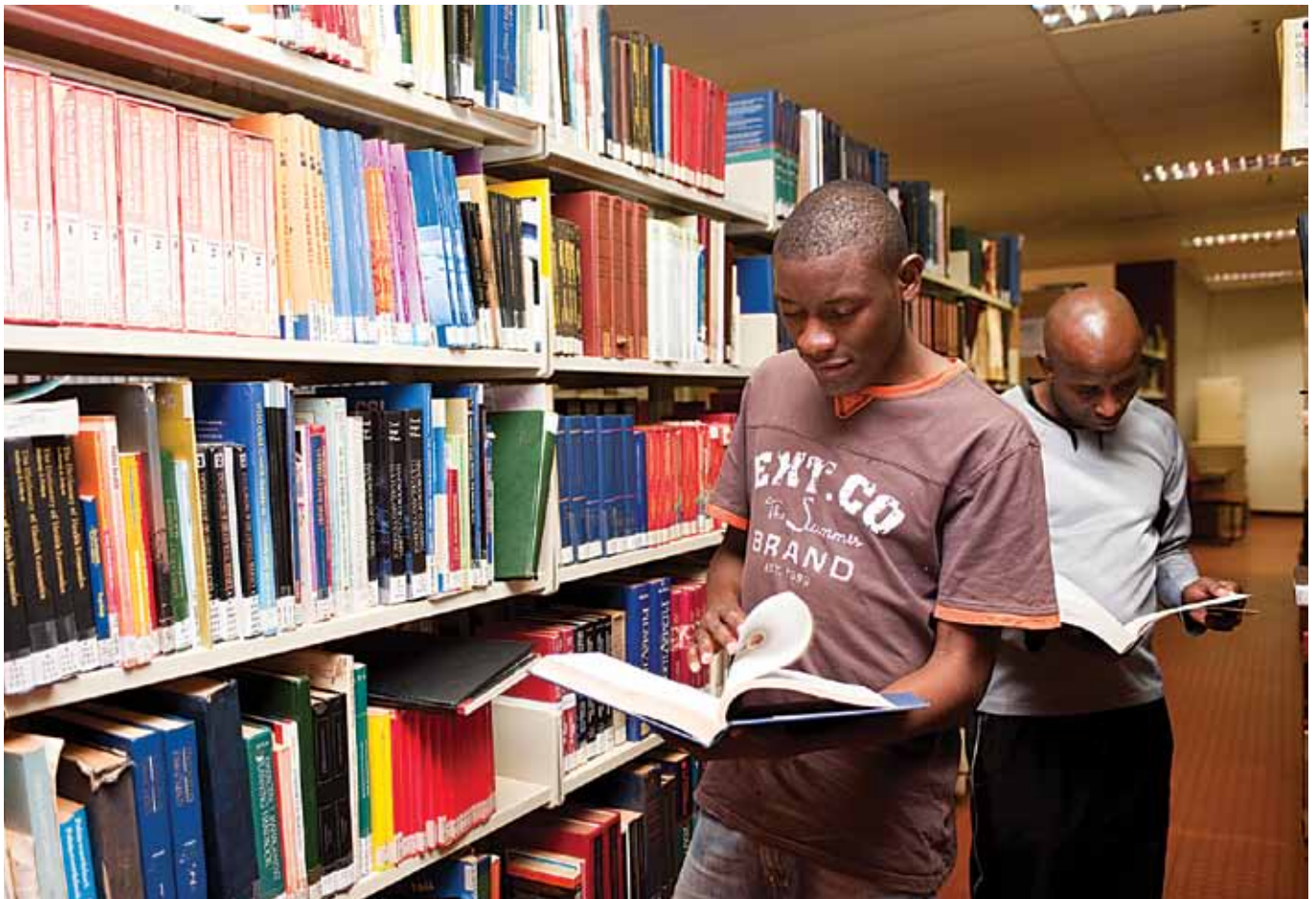
The standing committees of Senate, which receive reports from parallel committees at school level and meet on a quarterly basis, are -

- Senate Teaching and Learning Committee
- Research and Publications Committee
- Community Engagement Committee
- Senate Higher Degrees Committee
- Library Committee

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

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

Senate reports to Council only on strategic matters that require approval. These include the introduction of new programmes and policies and the appointment of academic managers - heads of departments, deans and vice deans of schools.



Composition of Senate

1. The Senate consists of -
 - (a) the vice chancellor, who is the chairperson;
 - (b) the deputy vice chancellors, one of whom must be designated by the vice chancellor to be the chairperson in the absence of the vice chancellor;
 - (c) two members of Council, elected by Council;
 - (d) all deans of schools;
 - (e) all vice deans;
 - (f) all heads of academic departments;
 - (g) 50 percent of the professors of the university who are not deans or vice deans or heads of academic departments, elected by the professors from their own ranks, provided there must be at least one professor from each school;
 - (h) 30 percent of the senior lecturers of the university who are not deans or vice deans or heads of academic departments, elected by the senior lecturers from their own ranks, provided there must be at least one senior lecturer from each school;
 - (i) 10 percent of the lecturers of the university who are not deans, or vice deans or heads of academic departments, elected by the lecturers from their own ranks, provided there must be at least one lecturer from each school;
 - (j) the Director: Library Services of the university;
 - (k) the director or head of a bureau, section or department of the university designated by the Senate;
 - (l) one student, other than a first year student, for each school, elected by the students of the school concerned;
 - (m) the directors of academic centres and institutes; and
 - (n) one member of the student representative council, elected by the Student Representative Council.
2. The control and regulation of teaching, learning and research at the university is vested in the Senate in accordance with its rules for that purpose and approved by the Council.
3. A vacancy in the Senate must be filled in the same manner as that in which the member who previously held the office was appointed, elected or designated.
4. A person appointed, elected or designated holds office for the unexpired portion of the term of office of his or her predecessor.
5. Senate submits to Council –
 - (a) reports of its activities;
 - (b) recommendations as it may deem expedient regarding any matter or interest to the university; and
 - (c) recommendations regarding any matter referred to it by Council.

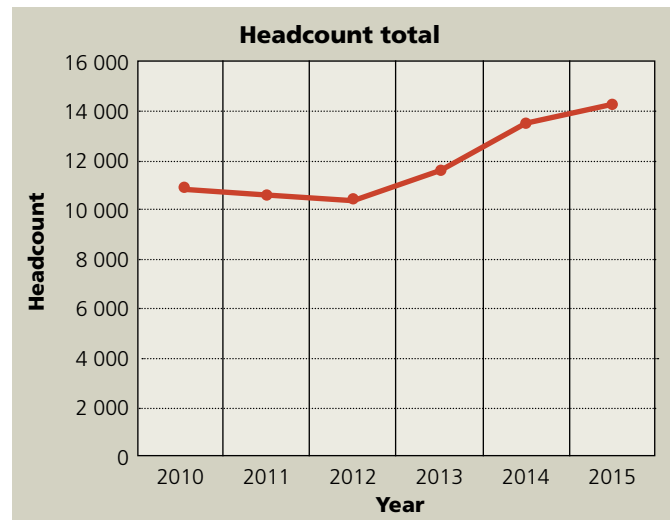
6. The Registrar is the secretary to Senate and has no voting powers.
7. Members of Senate sign the conflict of interest and confidentiality declaration form at the beginning of every meeting.
8. Senate applies the code of practices and conduct and the code of ethical behaviour and practice in every meeting.

Changes in academic structures

The programme qualification mix has undergone continuous review to ensure that only duly approved, recognised and accredited programmes are offered. Enrolments in 2015 occurred only in the Department of Higher Education and Training approved and Council on Higher Education accredited programmes.

Composition and size of the student body

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



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

Classification of educational subject matter category	Enrolment		2015 Departmental mandate
	Headcount	% of total	
Science Engineering Technology including Health	6 292	44%	5 150
Business Management	2 916	21%	2 425
Education	1 519	11%	1 960
Humanities including Law	3 419	24%	3 629
Total headcount	14 147	100%	13 164

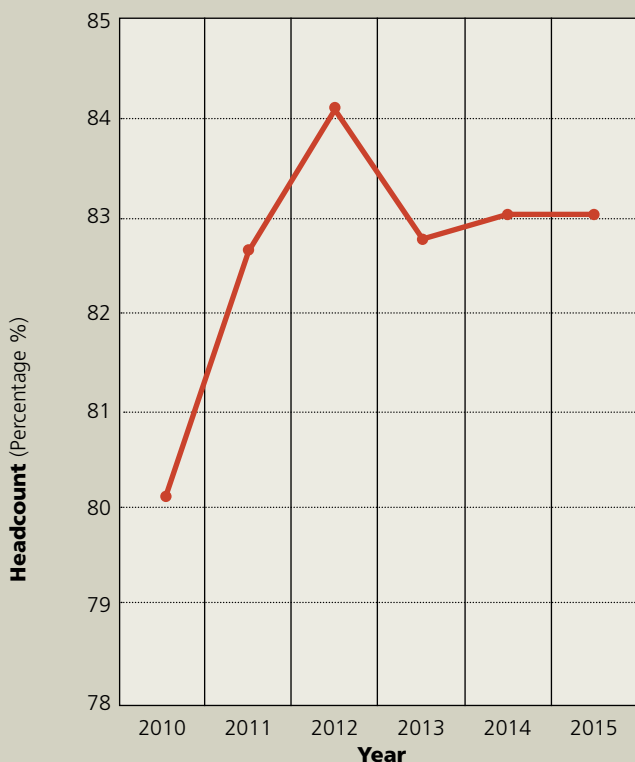
Analysis of size and shape trends: Enrolments by qualification type 2009 – 2015

Classification of educational subject matter category	2010	2011	2012	2013	2014	2015	2015 Ministerial target	2019 Ministerial target
Science engineering technology including health	42%	44%	45%	42%	37%	44%	39%	45%
Business / management	20%	18%	19%	19%	19%	21%	18%	19%
Education	11%	16%	16%	14%	12%	11%	15%	15%
Humanities including Law	26%	23%	21%	25%	32%	24%	28%	21%
Total	10 679	10 342	10 323	11 818	13 497	14 147	100%	100%

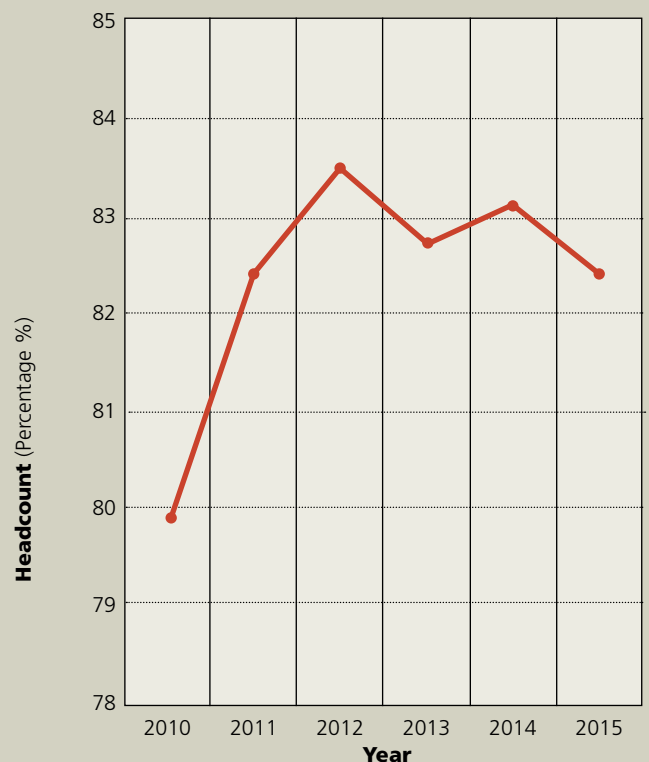
Pass rate per school (Percentage %)

School	2010	2011	2012	2013	2014	2015
Agriculture	79.83	80.56	83.00	78.52	81.34	86.04
Education	88.76	88.67	91.11	93.25	93.48	90.64
Environmental Sciences	78.85	78.94	84.10	81.10	84.45	80.71
Health Sciences	91.80	91.62	92.44	91.05	93.05	88.93
Human and Social Sciences	84.05	88.55	87.66	86.37	87.67	85.41
Law	81.44	81.85	83.23	81.71	84.50	83.35
Management	70.55	73.71	73.00	72.52	75.87	77.80
Mathematical and Natural Sciences	71.51	76.71	77.97	76.34	77.31	75.52
Total	80.09	82.62	84.05	82.84	84.71	83.08

Pass rate (Subjects passed/enrolled)



Success rate (full time equivalent completed/enrolled)



Graduation rates

School	2011			2012			2013			2014			2015		
	Headcount	Graduates	Graduation rate	Headcount	Graduates	Graduation rate	Headcount	Graduates	Graduation rate	Headcount	Graduates	Graduation rate	Headcount	Graduates	Graduation rate
Academic services										47	0	0.0%	56	0	0.0%
Agriculture	387	93	24.0%	413	47	11.4%	560	50	8.9%	664	50	7.5%	690	46	6.7%
Education	2048	485	23.7%	2152	315	14.6%	2441	380	15.6%	2964	591	19.9%	3015	496	16.5%
Environmental Sciences	1246	303	24.3%	1164	227	19.5%	1248	164	13.1%	1396	221	15.8%	1529	249	16.3%
Health Sciences	916	226	24.7%	1015	210	20.7%	1182	224	19.0%	1287	286	22.2%	1276	286	22.4%
Human and Social Sciences	1620	384	23.7%	1668	312	18.7%	1917	316	16.5%	2322	345	14.9%	2569	401	15.6%
Law	1218	198	16.3%	1127	188	16.7%	1209	216	17.9%	1217	265	21.8%	1112	178	16.0%
Management Sciences	1799	377	21.0%	1662	253	15.2%	1885	256	13.6%	1990	289	14.5%	2192	331	15.1%
Mathematical and Natural Sciences	1108	225	20.3%	1122	212	18.9%	1376	201	14.6%	1610	241	15.0%	1706	301	17.6%
Grand Total	10 342	2 291	22.2%	10 323	1764	17.1%	11 818	1 809	15.3%	13 497	2 288	17.0%	14 145	2 288	16.2%

Graduations

Qualification type	Year qualification was awarded			
	2012	2013	2014	2015
Doctoral degree	7	10	20	23
Academic 1st B degree	689	594	604	710
Honours degree	169	180	213	180
Master's degree	79	99	121	80
Postgraduate diploma or certificate	193	198	193	131
Professional 1st B degree	904	901	856	863
Undergraduate diploma or certificate = 2 years	12	8	3	
Undergraduate diploma or certificate	199	104	158	118
Total	2 252	2 097	2 194	2 094
Headcount (year awarded -1)				
Higher education management information system	10 342	10 323	11 718	14 139
Graduation rate	22%	21%	(17,5%)	
Graduation rate for year	2011	2012	2013	2014



The number of PhD graduates continued to grow. At the September 2015 graduation ceremony alone, Univen's Chancellor, Kgalema Motlanthe conferred 17 PhD degrees, of which seven were awarded to women candidates.

Student Academic Excellence awards

To promote academic excellence, 79 best performing students received the Vice Chancellor's Student Academic Excellence awards. Since its inception in 2013, females continue to be the largest recipients.



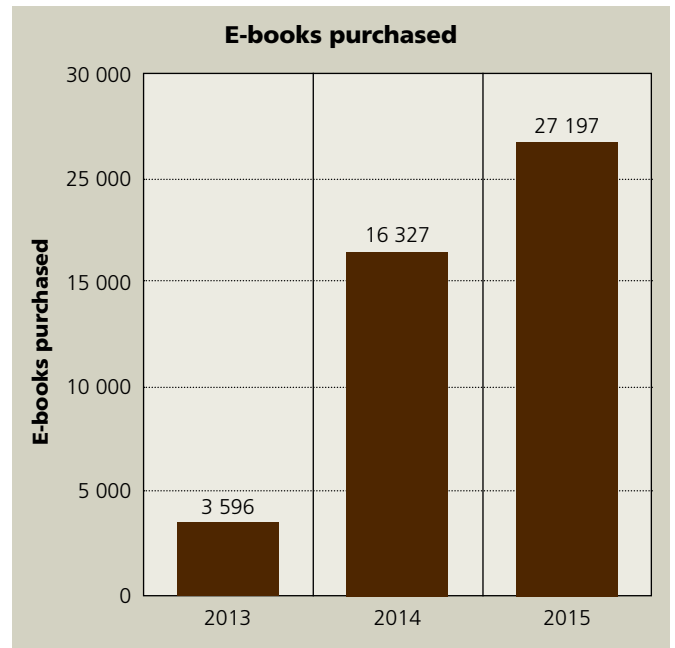
Problem-based learning refresher workshop

The School of Health Sciences organised a problem-based learning workshop to explore innovations to implement learning in large groups. The school is successfully implementing this innovative methodology to deliver on its academic programmes.



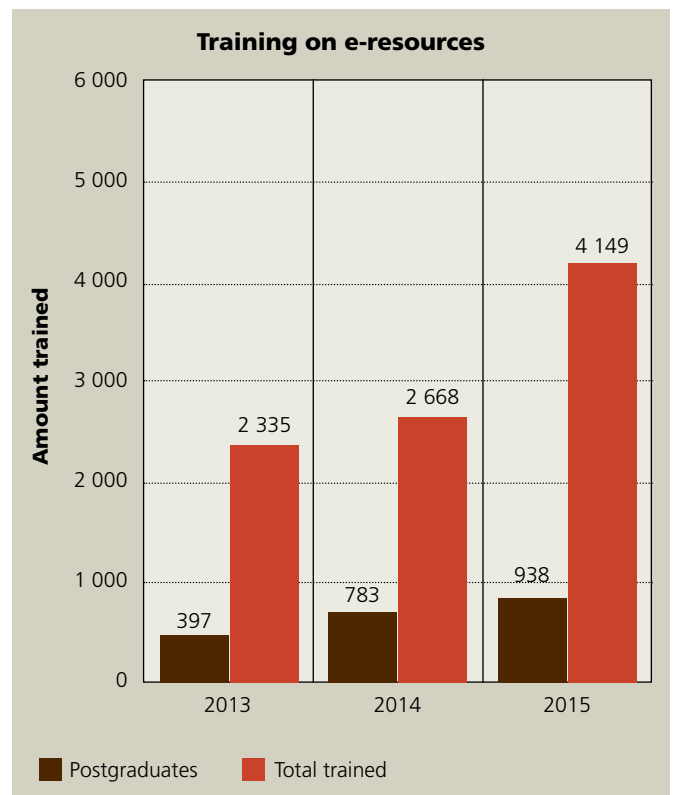
Growth in library electronic resources

To meet the growing demand for electronic information resources and support e-learning, 315 Elsevier and 9 158 Springer e-book titles were bought to expand the collection of e-resources.



Library training on the use of electronic resources

The number of students trained in the use of the library's electronic resources increased from 2 668 in 2014 to 4 149 in 2015 - a 56% increase. This had a positive impact on the usage of the library's electronic resources, resulting in growth in the usage of all electronic databases.

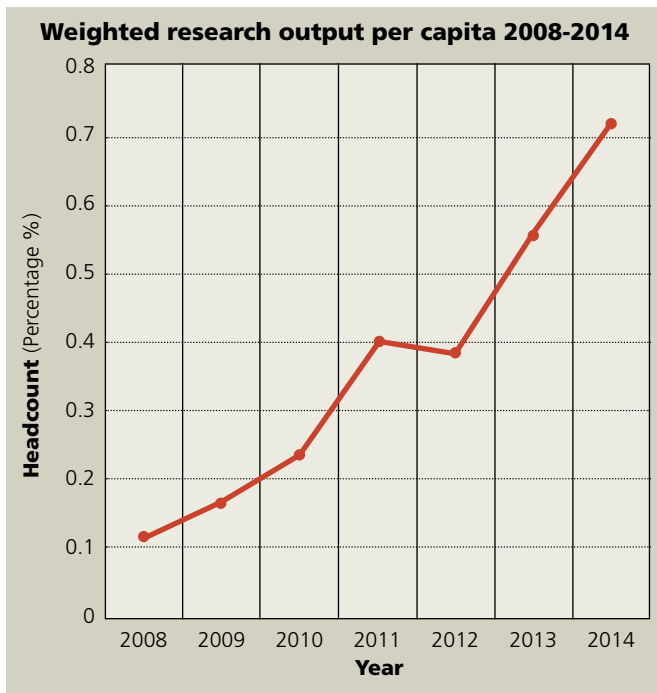
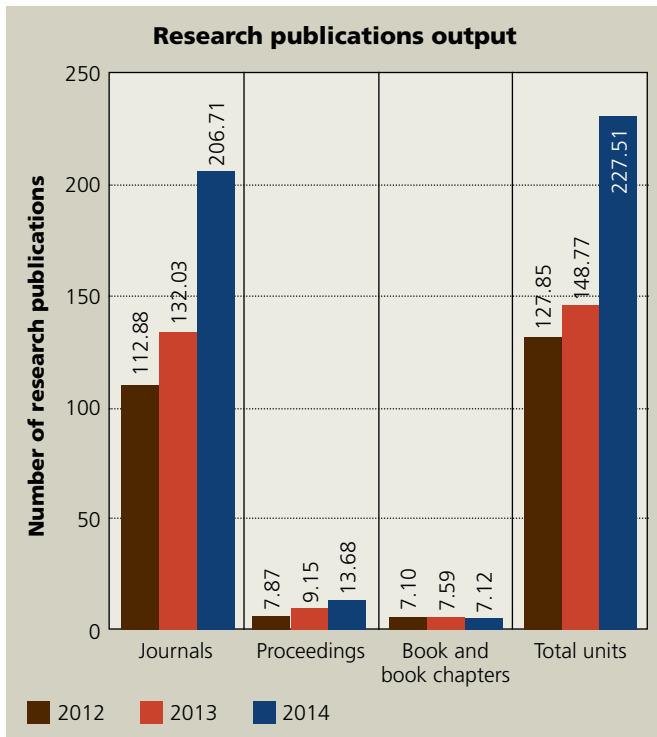


Research

Increase in research publications output

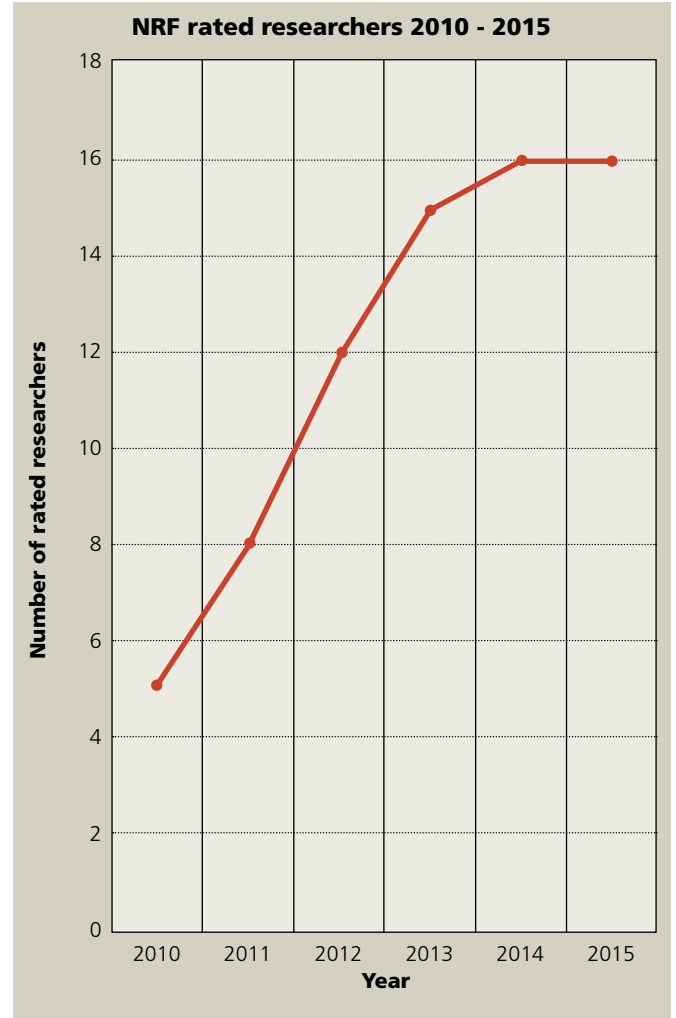
The audited output of research publications increased by 52.93 - from 148.77 publication units in 2013 to 227.51 in 2014, with the largest increase seen in journal publications.

Type of output	2013	2014	% change
Journal articles	132.03	206.71	+ 56.56
Conference proceedings	9.15	13.68	+ 49.51
Books and book chapters	7.59	7.12	- 6.19
Total units	148.77	227.51	+ 52.93



Increase in number of National Research Foundation rated researchers

The number of National Research Foundation rated researchers stood at 16 at the end of 2015, with growth being anticipated for 2016.



Research Indaba

Academics, active researchers and postgraduate students attended the very first of its kind, Research Indaba. The theme of this workshop was 'Elucidating in Research Excellence'.



Research Open Day

The Directorate of Research and Innovation hosted the second research open day. Researchers from all eight schools as well as centres, institutes and directorates presented research exhibits. External institutions like the Department of Science and Technology and the National Research Foundation attended.



Research leadership workshop

The theme of the 2015 research leadership workshop was 'Attaining Higher Echelons in Research Leadership'.



Supervisor training for emerging researchers

A total of 34 academics and active researchers participated in a supervisor training for emerging researcher's workshop. Facilitated by Prof Antony Lelliott, Associate Professor at the Marang Centre for Maths and Science Education at the University of the Witwatersrand, the workshop was funded by the Wits Research Development Grant. It was part of a memorandum of understanding between Univen and the University of Witwatersrand.



2nd Annual postgraduate students gathering

Univen hosted its 2nd annual postgraduate students gathering themed 'Consolidating the Postgraduate Education Enterprise at Univen'. Executive management, academics, external stakeholders and partners from the Masinde Muliro University in Kenya participated.

Postgraduate students posed questions, challenges and comments to internal and external stakeholders. These were mostly related to internal funding, external funding opportunities, facilities, registration processes, delays in proposals and grants approval and the quality of supervision.



Research ethics and stress management workshop

In the review year Univen hosted a research ethics and stress management workshop for researchers.



Univen professorial meeting with Directorate of Research and Innovation

The Directorate of Research and Innovation coordinated a two-day briefing session with professors to discuss their challenges with research endeavors and how it could assist to realise research goals.

Professors of the science schools engaged on the first day and those from the humanities and management sciences on the second day.

Emerging researchers meet with Director of Research and Innovation

The Directorate of Research and Innovation coordinated a briefing session with emerging researchers to identify challenges and solutions that prevent researchers to publish their work in South African post-secondary education-accredited journals. Researchers identified challenges that prevented them to do research and publish findings and how the directorate could assist in easing their research endeavours.

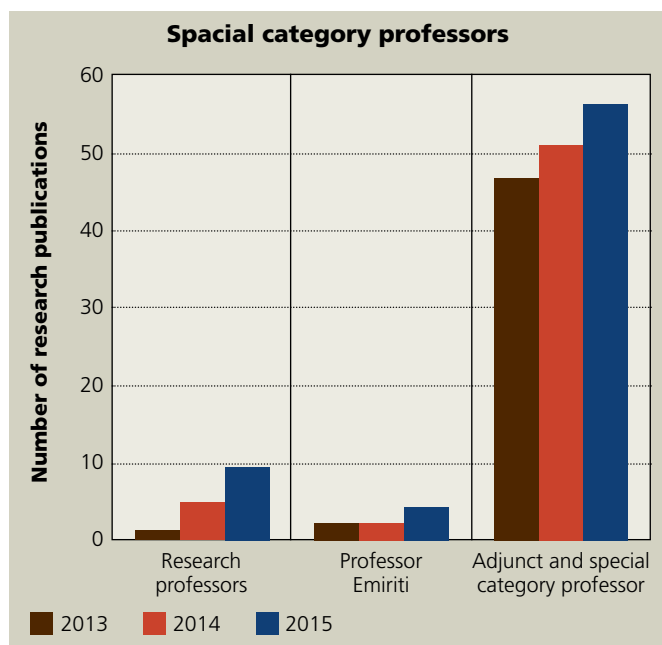
Univen academics and active researchers prepare for National Research Foundation's 2016 rating

The Directorate of Research and Innovation arranged an evaluation and briefing session for the 2016 National Research Foundation's 2016 rating call.



Strengthening US Federal grants administration

Collaborative work between Univen and the University of Virginia on strengthening the grants administration saw Dr Sekhula and Dr Mavhandu nominated by the Directorate of Research and Innovation to attend the National Institute of Health's regional seminar in San Diego, California. They were supported by a Fogarty International Center/National Institutes of Health training grant. The seminar, gave an opportunity to learn more about the institute's administrative processes and to engage its staff.



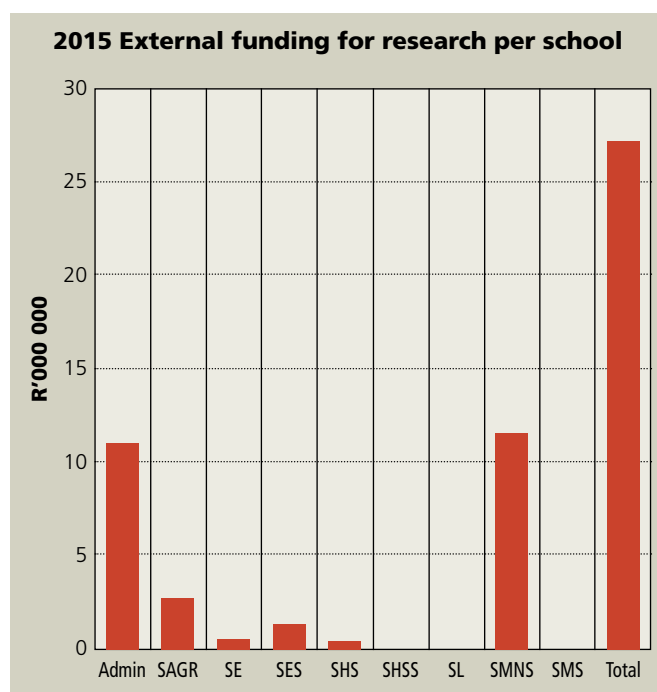
External funding mobilised for research

The university has received external funding from various sponsors and collaborators of more than R48,4 million for the 2015 financial year. Furthermore, the Directorate of Research and Innovation was allocated over R4,7 million towards technology transfer capacity development by the National Intellectual Property Management Office. In addition, the Department of Higher Education and Training awarded Univen more than R4,6 million for staff capacity development.

While over R22,4 million was received from the National Research Foundation, R1,2 million was the institutional contribution to some of the external grants received by the directorate.

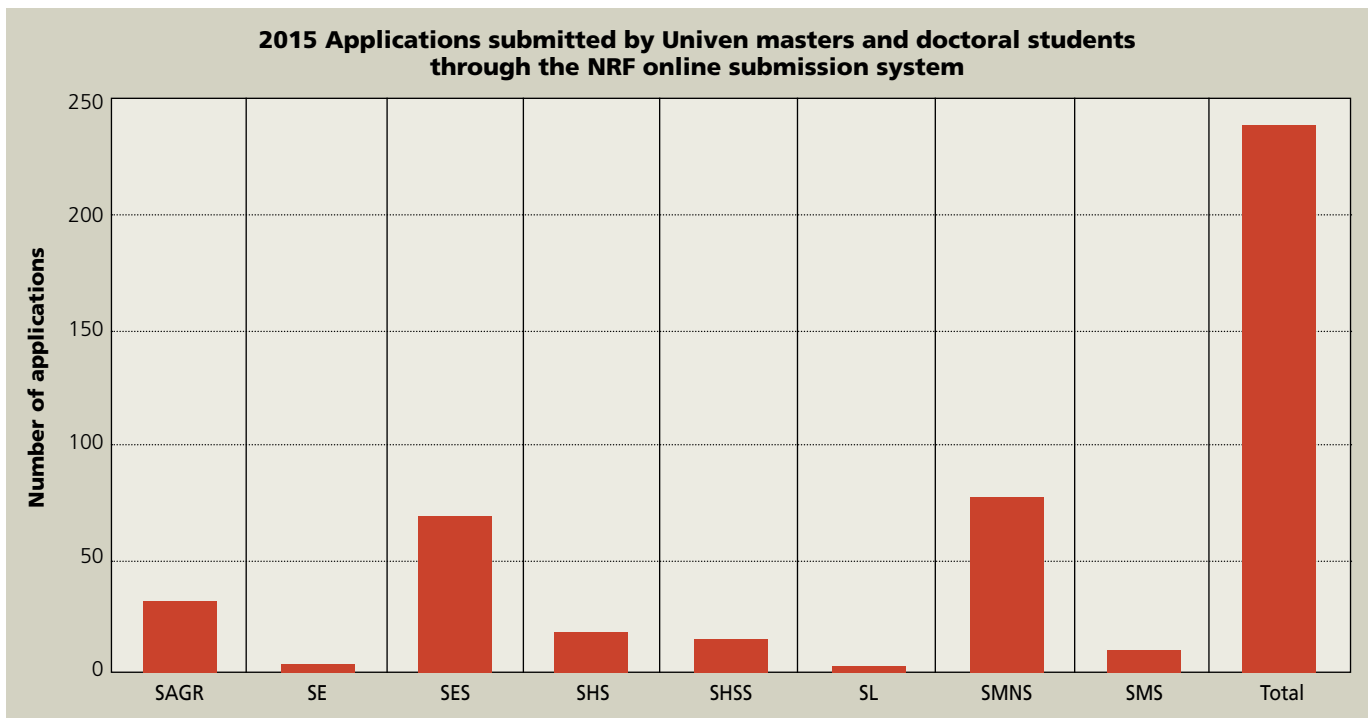
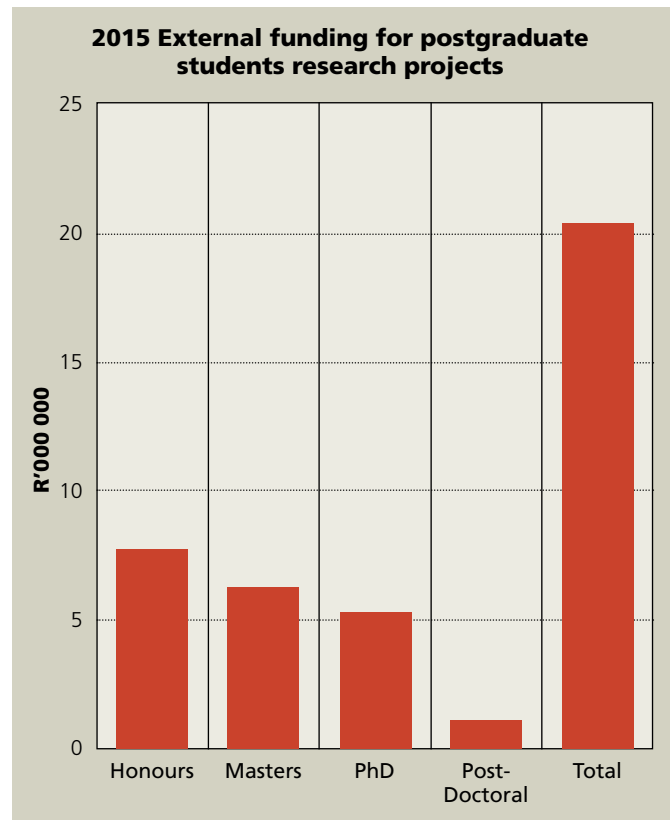
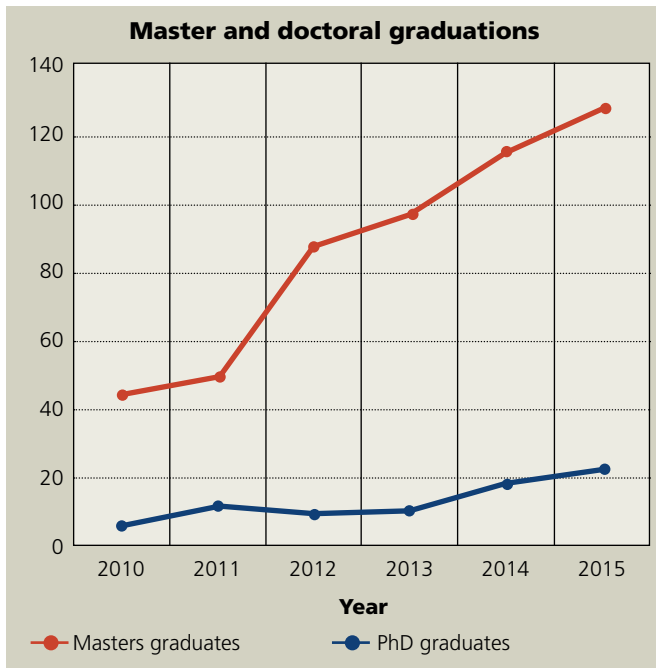
The directorate also received 419 postgraduate scholarships and fellowships from the foundation and other external sponsors for more than R20,3 million. Seed funding from the Technology Innovation Agency was R1 million.

Schools	2014	2015
Admin	R 720 000.00	R 10 894 953.21
School of Agriculture	R 2 478 239.58	R 2 356 470.15
School of Education	R 692 200.00	R 645 900.00
School of Environmental Sciences	R 2 351 340.00	R 1 296 260.00
School of Health Sciences	R 242 500.00	R 390 000.00
School of Human and Social Sciences	R 539 000.00	R 60 000.00
School of Law	R 200 000.00	R 0.00
School of Mathematical and Natural Sciences	R 10 877 865.57	R 11 481 638.75
Total	R 17 858 645.15	



Postgraduate training and output

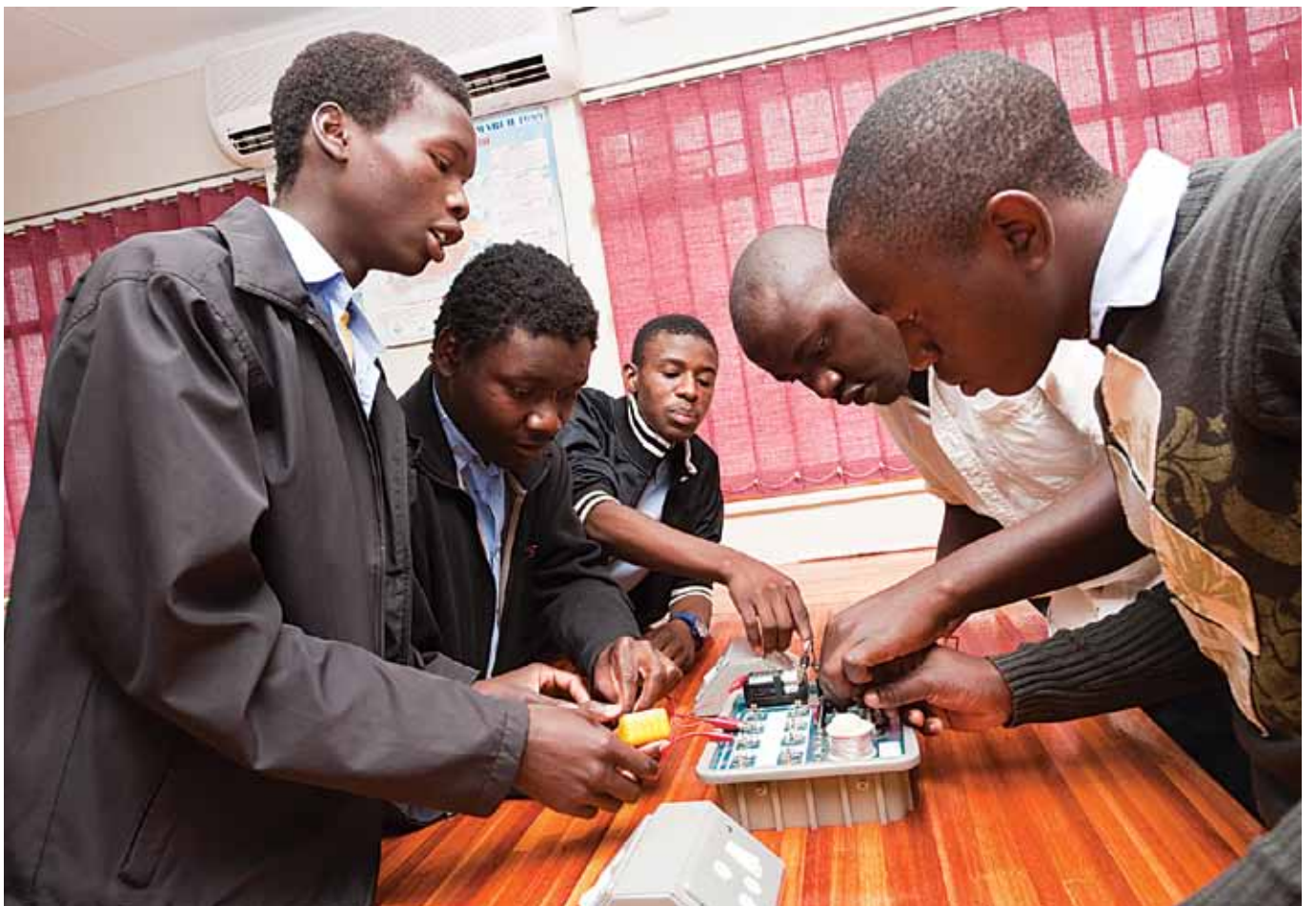
In the year under review, the university continued to focus on postgraduate training and to improve its postgraduate output.



The value of externally funded student projects

Level	2013	2014	2015
Honours	R 3 280 000.00	R 4 130 000.00	R 7 540 000.00
Masters	R 3 086 500.00	R 3 865 971.85	R 6 129 862.07
PhD	R 3 163 426.00	R 1 362 416.19	R 5 504 472.00
Post-doctoral	0	R 1 005 000.00	R 1 147 448.7
Total	R 9 529 926.00	R 10 363 388.04	R 20 321 728.77

Prof Peter A Mbatia
Chairperson of Senate



INSTITUTIONAL FORUM REPORT

The Institutional Forum was engaged in its advisory role 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

Mr KR Madzhe

Thovhele M P K Tshivhase

Management

Mr NJ Vele

Prof VO Netshandama

Prof DT Ngobeli

Senate

Prof PK Chauke

Dr MP Mulaudzi

Adv MK Malepe

Academic staff

Dr NE Phaswana

Ms KG Morwe

Vacant

Convocation

Mr KC Razwiedani

Mr T Modau

Thovhele MJ Masia

Administrative staff

Ms OM Ramaboe

Mr BL Makhado

Vacant (Mrs R Nelwamondo with effect from November 2015)





Service staff

Mr NA Mutoti
 Ms NE Masala
 Mr KG Mathelemusa

Student Representative Council

Mr MR Mutobvu
 Ms N Mbebe
 Ms M Mathebula

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

The Executive Committee consists of -

- Chairperson – Mr KC Razwiedani
- Deputy Chairperson – Mr T Modau
- Three additional members – Dr MP Mulaudzi
 Thovhele MJ Masia
 Ms N Mbebe

The functions of the Institutional Forum are to -

- (i) Advise Council on issues affecting the institution, including:
 - Implementation of the Act and the national policy on higher education;

- Race and gender equity policies;
- Selection of candidates for senior management positions;
- Code of conduct, mediation and dispute resolution procedures; and
- Fostering of an institutional culture which promotes tolerance and respect for fundamental human rights.

(ii) Perform such other functions as determined by Council.

The constitution was submitted to Council for its approval and meetings of the forum have been held in accordance thereto.

These meetings were held in 2015 -

- (i) 27/03/2015
- (ii) 27/05/2015
- (iii) 20/08/2015
- (iv) 11/11/2015 (workshop)
- (v) 11/11/2015

Members sign the conflict of interest and confidentiality declaration form at the beginning of every meeting. The forum applies the code of practices and conduct and the code of ethical behaviour and practice in every meeting.

Matters considered by the Institutional Forum

The forum is fully operational. It meets regularly as scheduled or when the need arises.

Election of officials

Mr KC Razwiedani and Mr T Modau were elected Chairperson and Deputy Chairperson, while Thovhele MJ Masia, Dr MP Mulaudzi and Ms N Mbebe were elected as additional members of the forum's Executive Committee.

Meeting with Department of Higher Education and Training chairperson

The Institutional Forum's Chairperson at the time Mr Modau, was requested to attend the meeting. Following his indication of the Department of Higher Education and Training's general concern over dysfunctional institutional forums of institutions of higher learning, the Institutional Forum emphasised the need for a workshop with its members to enhance its functioning.

Integrated transformation plan

The forum noted the integrated transformation plan as submitted. The plan is a standing item on the Institutional Forum agenda aimed at keeping its members abreast of transformation related issues.

Institutional Forum constitution

The forum approved and recommended its constitution to Council for ratification.

Appointment process and review of human resources policies

The forum noted that the appointment process at the university was not done transparently as the head of department sifts the applications for appointments, shortlists the candidates and appoints the interview panel. The forum agreed that all policies should be reviewed in a workshop environment.

Position of the Deputy Vice Chancellor: Operations

The forum noted the view that the process of appointing the Deputy Vice Chancellor: Operations should be started earlier than six months prior to the expiry of contract to ensure a smooth exit of the incumbent. It recommended that Council set in motion the advertising and filling of the position.

Representative on Employment Equity Forum

The forum nominated Prof Netshandama as its representative on the Employment Equity Forum.





Meeting of internal members of Institutional Forum

Following the concern of its chairperson on the non-attendance of Institutional Forum meetings by internal members, the registrar was tasked to encourage members to attend meetings. During this meeting service staff, administrative staff and academic staff representatives committed to attending all meetings henceforth. The registrar and committee administration committed to good communication with members.

Institutional Forum workshop

At the workshop the Department of Higher Education and Training presented on these topics -

- (i) Institutional Forum: background and mandate
- (ii) Institutional Forum: review studies
- (iii) Relationship of Institutional Forum with other governance structures at the university

Review of the University of Venda statute

The forum recommended the revised statute of the University of Venda to Council for approval.

Khathutshelo Razwiedani
Chairperson: Institutional Forum

REPORT ON RISK, INTERNAL ADMINISTRATIVE, OPERATIONAL STRUCTURES AND CONTROL

The University of Venda seeks to maintain systems of internal control to mitigate identified risks, control over financial reporting, safeguarding university assets and ensuring the integrity of teaching and research activities.

Such systems are designed to provide reasonable assurance to Council that the control environment promotes a culture of good governance and a reliable control environment that ensures and promotes proper preparation of reliable financial information and reporting.

Management's responsibility

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

Internal Audit function

The Audit and Risk Committee has approved a co-sourced model of an Internal Audit function with the appointment of a Director: Internal Audit in January 2014, supported by PwC as co-sourced Internal Audit functionary.

This function is mandated by the Audit and Risk Committee to provide independent, objective assurance and consulting services designed to add value and to improve the university's operations. It helps the Council and management accomplish their objectives, including meeting corporate governance compliance requirements through assessing the adequacy and effectiveness of risk management, internal control and governance processes.

In planning the internal audits for the review year, the internal audit department considered the key risk as per the university's risk register, external audit inputs, as well as knowledge of the university and issues raised by management. Emanating from these considerations, a three-year rolling internal audit plan - which includes the 2015 plan - was approved by the Audit and Risk Committee.

In 2015, the Internal Audit Department conducted 16 reviews compared to 15 in the previous year, based on the internal audit coverage plan, as approved by the Audit and Risk Committee.

The committee reviewed the quarterly reports with regards to performance of these audits. The plan only covered the university and does not include its associated entities - the University Foundation and Univen Income Generation Centre - which are separate registered entities.

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

Risk exposure assessment and management

The university has a risk management division that is overseen by the Risk Management Committee. Four risk management meetings were held during the year under review. The committee approved risk charters and policies that guide the activities of risk management.

An annual risk assessment workshop reviewed and updated the risk register for 2016. This register was also reviewed on an ongoing basis at each Risk Management Committee meeting for any emerging risk. The university is also in the process of appointing a chief risk officer who will focus specifically on the risk activities.

Assessment of adequacy and effectiveness of internal controls

There are limitations on the effectiveness of any system of internal control which may occur as a result of human error and through the circumvention or overriding of controls.

An effective internal control system can provide reasonable assurance to the preparation of financial statements and the safeguarding of assets. We are, however, satisfied for the period under review that except for the matters highlighted below, there were no major lapses in the university's internal control environment.

The audit outcomes revealed areas where the controls required improvement - where the controls were not adequate or not fully implemented. These are some of the outcomes -

- Supply Chain Management and Contract Management control concerns regarding segregation of duties due to adequate number of staff, Supplier Management, including controls to ensure a valid supplier database and performance evaluation of suppliers, sound contractual agreements with 3rd parties and lack of adequate documents supporting the procurement decisions taken;



- Controls of project management due to delays in completing projects, projects variations and approvals of changes to projects scope;
- Controls with regards to fraud detection, preventions and reporting due to lack of policies and effective systems of reporting fraud;
- Issues relating to disaster recovery plans and business continuity management were not fully in place;
- Controls concern regarding records management and archiving; and
- Controls with regards to performance management and reporting as a whole (pre-determined objectives) are still at an infant stage.

Internal Audit followed up on 135 findings. Of these, 96% remained unresolved (not yet implemented and/or cleared by internal audit).

Of these unresolved findings, 59% related to 2015, 34% to 2014 and 7% to prior years. There are a number of repeat

findings that were brought to the attention of management. Consequence management within Univen's management remains a challenge.

Based on these findings, the overall assessment of internal controls is between partially effective and ineffective, with a need for major implementation and monitoring improvement to ensure that controls are working as intended and that the university's objectives are achieved. More effort should be made in adopting the internal control framework for an improved internal control environment.

Management should address the weak control environment and should ensure that portfolio managers take direct ownership and responsibility for the oversight and monitoring of the control environment in a planned approach.

The Audit and Risk Committee is monitoring the follow-up audit reports and Management has committed to reducing the number of significant repeat findings and to resolve the audit findings. Quarterly reports will continue to be submitted to the Audit and Risk Committee to monitor this and ensure that they are resolved.

Thilivhali Ramawa
Director:
Internal Audit

Juneas Lekgetha
Chairperson:
Risk Management Committee

Joe Seoloane
Chairperson:
Audit and Risk Committee

REPORT ON TRANSFORMATION

Univen wholly embraces transformation in its fullest sense that would result in a locally relevant, but globally competitive institution of higher learning in which all people, irrespective of race, gender or nationality would feel welcome to contribute to the success of this great institution.

It considers transformation as an essential process as it brings about the change necessary to secure a competitive advantage. Transformation is essential to ensure that Univen remains relevant and responsive to the ever-evolving demands and challenges presented to it by society. In the year under review, Univen's focus on transformation continued.

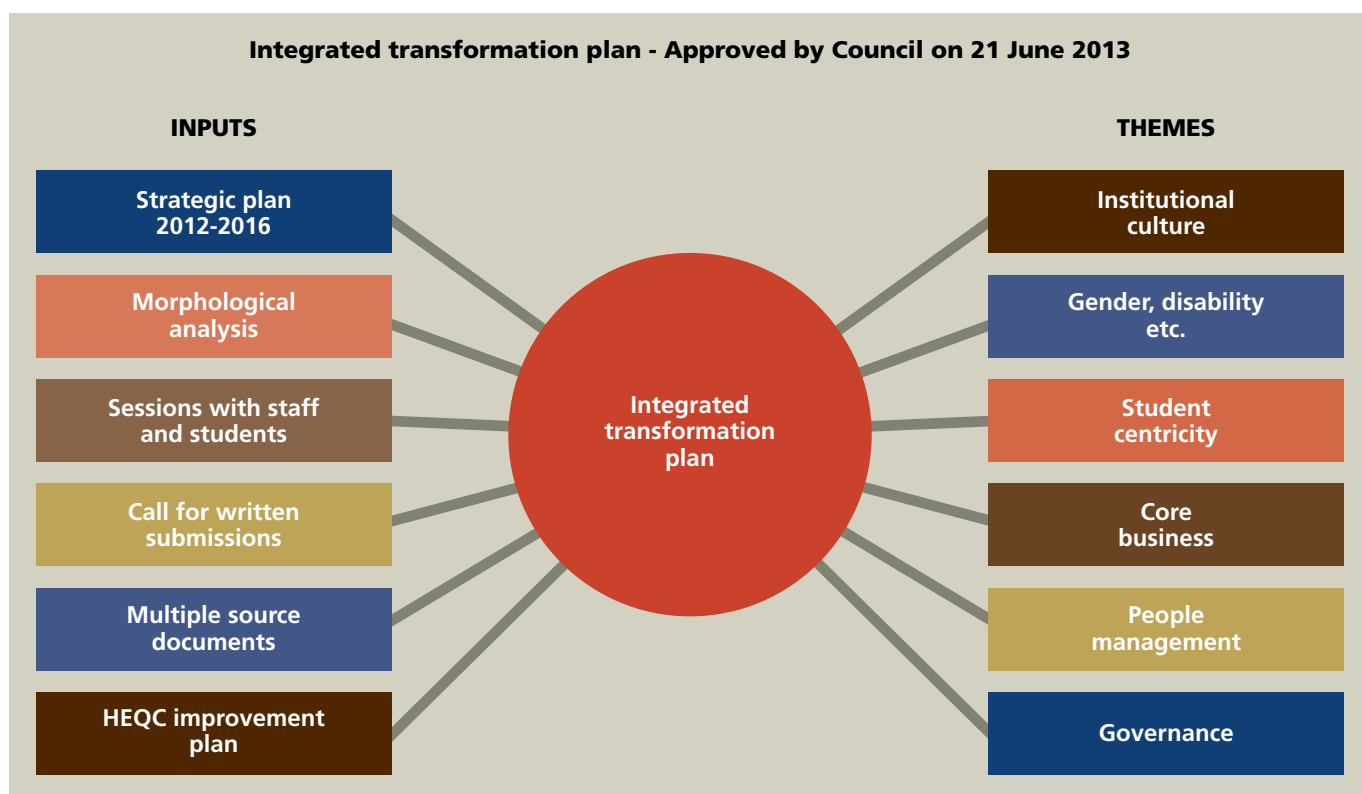
Implementation of integrated transformation plan

Univen's integrated transformation plan is an enabler of the overarching strategic plan for 2016 to 2020. Six transformation themes were extracted from an inclusive consultative process with all stakeholders. In the year under review, the implementation of Univen's Council-approved integrated transformation plan gained additional momentum.

The Vice Chancellor and Principal appointed six transformation champions who are responsible to advance the transformation agenda under the co-ordination of the Deputy Vice Chancellor: Operations.

- Non-discrimination and diversity - Champion Cornelius Hagenmeier, Director: International Relations
- Institutional culture - Champion Senior Professor Base Khoza, Dean of Health Sciences
- People management - Champion Mushoni Mulaudzi, Director: Library Services
- Student centricity - Champion Prof Edward Nesamvuni, Registrar
- Core business - Champion Prof Jan Crafford, Deputy Vice Chancellor: Academic
- Governance - Champion Dr Jannie Zaaiman, Deputy Vice Chancellor: Operations

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





THEME 1 NON-DISCRIMINATION AND DIVERSITY

Objective	Progress	Targets and achievement dates
<p>Create a culture among staff and students that embraces and promotes diversity in its broadest sense through the creation and monitoring of an enabling environment for behavioural change, development of new and the review of existing policies, creating disability access and disability-friendliness infrastructure.</p>	<p>17 Human resources policies revised by Council members, staff and structures and approved by Council. This was done by involving Council members, staff and structures.</p> <p>New organogramme in design for implementation in 2016.</p>	<p>Approved 2015</p> <p>To be submitted 2016</p>
<p>Consider recommendations from anti-Xenophobia task team and implement approved actions like the transformation charter, social dialogue platform, aggressive marketing and publicity, module on diversity, language policy, language skills, sharing local language and culture, mixing of cultures in residences, diversity celebrations, reaching out to 'silent' members of the community, student involvement, partnerships with other universities and enhancing positive institutional culture elements.</p>	<p>Transformation Charter approved by Council.</p> <p>Procured English Word Power software to assist students.</p> <p>Cultural days recognised - Africa Day, Zimbabwe, Nigerian and Botswana Independence Day.</p> <p>Social dialogue platform held and Univen transformation charter launched.</p> <p>Signed memoranda of understanding with Wits and University of Limpopo, Duale Hochschule Baden-Wuerttemberg Heidenheim, Germany and Peter the Great University, St Petersburg, Russia, People's Friendship University, Russia.</p> <p>Buddy programme for international student implemented.</p>	<p>April 2015</p> <p>June 2015</p> <p>Ongoing</p> <p>May 2015</p> <p>2015</p> <p>Ongoing</p>

THEME 2 INSTITUTIONAL CULTURE

Objective	Progress	Targets and achievement dates
Appoint an internal social cohesion task team that represents interests of all stakeholders with an emphasis on inclusivity, gender equity and the representation of people with disabilities. Task team to draft a charter that includes inputs from all stakeholders. Design social cohesion interventions for approval by Human Resources Committee of Council.	Social cohesion task team under chairpersonship of Director: International Relations integrated into transformation task team diversity.	January 2015
	Social dialogue platform hosted by Vice Chancellor. Wide participation particularly from executive and senior management, academia, the SRC and student organisations, religious and cultural groups.	May 2015
	Event marked beginning of process of internalisation of transformation charter and particularly highlights importance of diversity for the incubation of new ideas. At the launch 2 000 copies of the transformation charter were disseminated. Furthermore, appropriate banners and other marketing material produced. Major internal and external media coverage, as well as live coverage on Univen Radio.	May 2015
Enhance communication by creating formal engagement platforms between senior management and specific stakeholder groups like students, academic, support and service staff.	EMC South Africa meets schools and departments and divisional heads twice a year. Sessions with all staff.	Ongoing
	Regular meetings with Student Representative Council and joint structures.	Monthly
	Engagement with joint structures on in- and outsourcing.	Regularly
Ensure a corrupt and fraud-free environment by developing and implementing a fraud prevention strategy, anti-fraud and anti-corruption policy, whistleblowing policy and implementing an off-campus independent whistleblowing hotline for use by staff and students.	Fraud prevention plan developed and submitted to Risk Management Committee.	June 2015
	Draft whistle-blowing policy submitted to Risk Management Committee.	February 2016
	Tip-off anonymous implemented in two ways - <ul style="list-style-type: none"> • Seven tip-off boxes cleared weekly by representative of Legal Services as well as Director: Internal Audit. • Telephonic tip-off anonymous managed by Internal Audit and Deloitte. 	November 2015
	Policy on gifts part of revised Supply Chain Management policy approved by Bid Adjudication Committee.	November 2015
Commencing with an inclusive policy making and policy review approach that allows directly affected stakeholder groups to be consulted on and to comment in writing on proposed policy and planning.	Revisions in policy done in workshops with all stakeholders involved or alternatively developed by management and consulted structures before submitted to either Senate or Council.	October 2015

THEME 3 PEOPLE MANAGEMENT

Objective	Progress	Targets and achievement dates
<p>Creating a staff performance and recognition framework in conjunction with all stakeholders directly affected. This framework to be de-linked from recurring remuneration and should emphasise non-cash recognition by means of celebrating specific extraordinary work-related achievements by both academic and support/ service staff.</p>	<p>Performance management now allows for staff recognition</p> <p>Long service recognition implemented since 2014.</p> <p>Recognition of excellence for administrative and support staff draft document has been developed.</p>	<p>June 2015</p> <p>Since December 2014</p>
<p>Ensure that Univen becomes employer of choice by benchmarking and reviewing the practical aspects of recruitment, selection and retention processes against best practice at comparable universities nationally and internationally.</p> <p>Implement 'Grow our own timber' strategy as well as 'Succession planning' for key posts.</p>	<p>Benchmarking and reviewing the practical aspects of recruitment and selection processes against best practice at comparable universities.</p> <p>The Department of Human Resources plans to undertake this benchmarking exercise in first semester 2016.</p> <p>Ensure job profiles for all posts and job evaluation exercise to be finalised.</p> <p>The university is currently using the PwC's REMeasure job evaluation system. Some positions have been evaluated. Job grading has been done for 141 out of 300 positions to be evaluated.</p> <p>Consultant appointed to assist with a recruitment and retention strategy.</p> <p>More choices allowed to staff regarding Provident Fund.</p>	<p>September 2015</p> <p>April 2016</p> <p>Since January 2015</p> <p>Ongoing</p> <p>October 2015</p> <p>October 2015</p>

continued ->

THEME 3 PEOPLE MANAGEMENT

Objective	Progress	Targets and achievement dates
<p>Ensure that staff has an equitable workload by reviewing workload versus staffing levels including but not limited to the staff/student ratio to comply to 2011 Higher Education Quality Committee recommendation number 3. Also start with growing next generation of academics.</p>	<p>Deputy Vice Chancellor: Academic benchmarked and found a workable model at Mangosuthu University of Technology which Univen is analysing.</p> <p>Growing next generation of academics programme and targeted employment of own graduates.</p> <p>Three channels are currently in use for developing GOOT candidates. They are - Teaching and research assistants and interns.</p> <p>Teaching assistants The Human Resources Department facilitated the filling of 41 teaching assistants' posts that are paid for from the teaching development grant.</p> <p>Research assistants There are 9 positions that are paid for from research funds. Candidates to be appointed in these positions are based in the schools.</p> <p>Interns Univen received Department of Science and Technology-National Research Foundation-funded interns - most of whom work in the schools and a few in administrative departments. There are 34 of these and 4 SETA interns currently working at Univen.</p>	<p>September 2015</p>
<p>Devising people development strategy, comprising programmes and initiatives to raise levels of staff commitment, an improved work ethic and implement a modern and effective staff code of conduct to ensure that it is in line with best practice at comparable universities.</p>	<p>People development strategy now includes staff development, research, information communications technology training and Centre for Higher Education Teaching and Learning interventions. R15 million invested in 2015.</p> <p>Training needs and development of people – how to identify.</p>	<p>June 2015 and ongoing</p>
<p>Developing of a 'Staff rights and responsibilities charter' by means of extensive consultation with directly affected stakeholders.</p>	<p>To commence in 2016.</p>	<p>June 2016</p>

continued ->

THEME 3 PEOPLE MANAGEMENT

Objective	Progress	Targets and achievement dates
<p>Implement equity plan with emphasis on gender progress and achieving targets of staff with disabilities</p>	<p>Annual equity plan submitted to Department of Labour annually.</p> <p>Significant investment in training and development of female staff members -</p> <ul style="list-style-type: none"> • 20 Female staff members participating in Women in Development programme. • Senior female staff members invited to attend committees of Council as well as meetings in various divisions. • Implement equity targets and improve on the current 7 senior female staff members. <p>The university submitted a new employment equity plan to the Department of Labour for five years. Four posts will be identified in the three divisions - academic, operations and registrar's divisions, that will be filled by women or people living with disabilities.</p>	<p>December 2015</p> <p>June 2015</p> <p>December 2015</p>

THEME 4 STUDENT CENTRICITY

Objective	Progress	Targets and achievement dates
<p>Improve Univen's student centricity whilst maintaining a sound balance with the interests of other stakeholders while upholding standards of good governance.</p>	<p>The strategic plan 2016 - 2020 has identified critical success factor 2 as an enabling environment - from admission to graduation of students. Some of the areas identified for student centred services include - improved online application, efficient online registration, user-friendly information communications technology connectivity, fit for purpose class and exam time tabling, effective and efficient examination processes.</p> <p>Several projects have also been identified to enhance the quality of student life at Univen. These will be implemented as part of the new strategy 2016 - 2020 strategic objective 8.</p> <p>Interventions will be needed for risk students through the Centre of Higher Education Teaching and Learning. However, student housing will play a pivotal role in a project 'Resident living and learning' for students to also be tutored by their peers and seniors. The emphasis on student academic excellence to the Student Representative Council leadership should also be enhanced through the student development project which will encourage articulation from degree to postgraduate level. Instruments to be used for postgraduate students should include research assistantship, research internship and new generation of academics.</p>	<p>November 2015</p>
<p>Consider the region and geographic location of Univen's student population, novel ways and all existing forms of student financial aid to improve support to needy students.</p>	<p>Started with Adopt-a-student project.</p> <p>Government announced 0% fee increase for 2016.</p> <p>SETA and National Student Financial Aid Scheme bursaries assist more than 7 000 Univen students.</p> <p>Focus more on private sector as well as Eduloan.</p> <p>Univen wrote off R12 million in bad student debt.</p> <p>Launch of Social Responsibility Fund.</p>	<p>January 2015</p> <p>December 2015</p> <p>November 2015</p> <p>February 2016</p>

continued ->

THEME 4 STUDENT CENTRICITY

Objective	Progress	Targets and achievement dates
<p>Improve the student quality of life as articulated in Strategic Objective 8.</p>	<p>These items have been captured under Strategic Objective 8. However, these will be monitored closely in the new strategic plan -</p> <ul style="list-style-type: none"> • Cost sharing model for emergency medical services for off-campus residence, • Cost sharing model for off- campus safety and security, • Accreditation policy and procedure for implementation of off-campus residence to support appropriate 'Living and learning', • Student financial aid, which is a particularly burning issue given that a large percentage of Univen students come from financially disadvantaged backgrounds, • Student leadership development and governance, • Sports and culture masterplan to be rolled out in next five years. 	<p>Since June 2015</p>
<p>Improve through the re-engineering of the student academic administration to move to a fully electronic system on- and off-campus and ensure that Univen is becoming automated 'Smart'.</p>	<p>Registrar's Academic Committee meetings chaired by registrar and all re-engineering projects managed from there.</p>	<p>Since January 2015</p>

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THEME 4 STUDENT CENTRICITY

Objective	Progress	Targets and achievement dates
<p>Improve the classroom experience of students through appropriate curriculum delivery modes and intervention for at risk students.</p>	<p>The transformation of the Univen curriculum will remain an ongoing project. Univen as a comprehensive university has an opportunity to provide a myriad of certificates diplomas and degrees to meet the needs of all students.</p> <p>However, the university does not have resources, both human and financial, to meet the demands of all students at all times. The university services communities mainly from historically rural and poor economic backgrounds with added demands. Univen to be student-centred in admissions of first-entering students.</p> <p>The foundation programme will continue to play a significant role, not only for students without the level of entry requirements in scores, but also because the majority of first years will be under-prepared for university education.</p> <p>The curriculum delivery methods will therefore be critical for improved throughput and efficiency. Univen is currently running two curriculum delivery methods - Problem/project based and the classical content based methods. With a more professionally based qualification in Engineering, Agriculture and Health Sciences being accredited for offering, coupled with certificates and diplomas coming within the programme qualification mix – a great deal of reflection is needed on the curriculum offerings and delivery mode. This must be based on Univen’s current experiences and dynamics to create a truly Univen graduate with a combination of competencies to make headways in the job market.</p> <p>The new strategy will focus on the implementation of the teaching and learning assessment policy, implementation of electronic submission of exam papers and dissertations, expansion of e-learning and appropriate level of teaching capacity per department.</p>	<p>June 2016</p>

THEME 5 CORE BUSINESS

Objective	Progress	Targets and achievement dates
<p>Performing an audit of programmes offered by Univen which have not yet been accredited by either the Higher Education Quality Committee and/or external organisations such as the South African Institute of Chartered Accountants and that the remaining programme accreditations be fast tracked.</p>	<p>The Univen programme qualification mix has been audited. Only programmes which are approved by the Department of Higher Education and Training and accredited by the Council on Higher Education are being offered. Several new programmes were approved during 2014 and added to the programme qualification mix, but are not offered in 2015 until all short- and long-term conditions set by the Council on Higher Education have been met.</p> <p>The South African Institute of Chartered Accountants programme has seen its second first-year intake. A feasibility study of the proposed Mining Engineering Programme was undertaken by an external consultant during April-May 2015, as requested by the Department of Higher Education and Training.</p> <p>A review of academic departments and the programmes they offer will be undertaken in 2016. Three departments have submitted their portfolios to Institutional Planning and Quality Assurance and will be reviewed during April 2016- Gender and Youth Studies, Early Childhood Education and Public Health.</p>	<p>2014/2015</p> <p>April/May 2015</p>
<p>During the debates regarding the conversion of the university to become fully comprehensive, internal shape and size modalities are taken into account.</p>	<p>The size and shape directives of the Department of Higher Education and Training, in particular the 4% ministerial target for enrolments in diploma and certificate courses by 2019, has given urgency to the finalisation of new career- focused programmes currently being developed, fast-tracking the accreditation of those previously submitted. One new diploma and two advanced certificates saw their first intakes in 2015.</p>	<p>June 2016</p>
<p>The Director of Communication and Marketing initiated the development of specific campaigns and initiatives in raising Univen's profile that go beyond generic marketing and brand building.</p>	<p>Closer collaboration between the Director of Communication and Marketing, and deans and academic directors, has been established. This has resulted in more external communication of academic events and highlights. Specific academics have been appointed in schools to communicate events and achievements to the director's office.</p>	<p>2015 and ongoing</p>

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THEME 5 CORE BUSINESS

Objective	Progress	Targets and achievement dates
Developing standardised operating parameters that impact on delivery within the university's core business, for example setting and enforcing starting and stopping times for support/service staff and establishing/enforcing minimum campus presence parameters for academic staff.	<p>The need for proper integrated electronic data capturing and management is acute. The lack thereof has emerged as a major impediment to a rational and uniform system of performance management to enhance the delivery of the core business by all divisions. A new management information systems officer was interviewed in February and will be appointed soon.</p> <p>Benchmarking with other institutions has revealed widespread use of biometric access control and monitoring for developing and enforcing standardised presence parameters for academic staff.</p>	September 2016
Ensuring that the possible future provision of distance education (or not) features during the course of the debates regarding the conversion of the university to becoming fully comprehensive.	The provision of distance education has not yet entered mainstream debate about conversion, but may find traction once e-learning has been fully implemented.	2016 onwards
Infrastructure and utilities masterplan for campus development in line with enrolment strategy of Univen for next ten years.	Ministerial targets regarding future enrolment to inform the infrastructure and utilities masterplan.	Since January 2015
Occupational health and safety and firefighting practises to be world-class.	<p>New occupational health and safety consultant appointed.</p> <p>Policy to be approved.</p> <p>Signage to be fitted.</p> <p>Staff and students trained on evacuation.</p>	June 2016
<p>Implementing a disability access and disability-friendliness infrastructure audit and ensuring the implementation of the outcomes.</p> <p>Disability awareness e.g. notes to disability unity, recording.</p>	<p>Disability assessment done.</p> <p>Walkways and ramps under construction.</p> <p>Old Student Affairs building to become part of Disabled Student Unit when new student centre is completed.</p>	May 2016
<p>Information technology -</p> <ul style="list-style-type: none"> • Ensure paid up site licences for software for staff and students with disabilities • Workshop with information technology systems, Microsoft, service providers and Tenet to finalise information technology systems masterplan. • Establish hi-tech Smart Campus by end 2015. 	Acquisition of the Blackboard e-learning platform has been finalised and three modules are being piloted on the platform. Three e-learning practitioners have been appointed in the Centre of Higher Education, Teaching and Learning and in-house training of academics in e-learning commenced in April 2015. The roll-out of student tablets will be finalised by the end of the first term.	June 2016

THEME 6 GOVERNANCE

Objective	Progress	Targets and achievement dates
Create an effective Institutional Forum by undertaking an independent external assessment of the current state of functionality of the forum. Report on the outcomes, along with recommendations to be presented to Council.	Institutional Forum well-established under new leadership, especially in view of recent national student strikes. Co-option of more management and student members to facilitate healthy debate.	January 2015
Ensure Council members understand the role and responsibilities of the Council through an indaba or team building event. Establish a clear understanding of the oversight monitoring role of Council regarding consistency of policy implementation. Monitoring of policy compliance and enforcement. Establish a clear understanding of the monitoring role of Council regarding transformation oversight and monitoring of compliance with the integrated transformation plan.	Council performance measurement instrument completed and approved. Council orientation and training session done in February 2015. Approved reviewed statute of Univen. Analyse risks and monitor effective and efficient Risk Management Committee established. Monitored formalisation of Council sub-committees with clear mandates.	June 2015 Review 2016
Monitor compliance with laws and regulations.	Identified all relevant legislation and arrange for workshop to discuss implication and measurement of compliance.	June 2016
Review of policies.	Build database of policies and monitor its regular review.	September 2016
Monitor information communications technology compliance.	King 111 compliance completed for information communications technology. Information communications technology governance structure approved by Council. Review of information communications technology policies. Strengthening of the Information Communications Technology Steering Committee. Information communications technology disaster recovery finalised and approved. Information communications technology policy framework to be reviewed in 2016. Information communications technology masterplan designed and implemented. Develop business continuity plan to be approved.	March 2016
Monitor masterplans.	Utilities and Infrastructure Masterplans approved by EMC South Africa.	September 2015
Monitor fraud prevention.	Monitor accuracy of conflict of interest forms at various committees. Monitor implementation of blacklisting policy. Re-launched hotline and staff and students workshopped. Developed whistleblowing policy. Develop investigation mechanisms. New supply chain management policy. New controls on infrastructure projects.	October 2015 and ongoing

Social dialogue platform and launch of Univen transformation charter

Vice Chancellor and Principal, Prof Peter Mbatlali hosted the social dialogue platform and the launch of the Univen transformation charter. Assembling at Freedom Square to celebrate this milestone, various stakeholders discussed 'What does it mean for Univen to be an internationally competitive, locally relevant diverse university in transformation?'



Africa Day celebration

Univen celebrated Africa Day with a programme revolving around the theme 'Integrating African higher education'. It included diverse performing arts presentations and a 'Let's talk' session, exploring whether Univen is a truly African university.



Internationalisation and cultural exchanges evening

Univen came together to celebrate their unity in diversity at the internationalisation and cultural exchanges evening.

More than 300 students and staff members gathered in the Univen sports hall to participate in a jointly organised event by the Student Representative Council, Univen's International Student Union and the Directorate of International Relations.



Anti-xenophobia demonstration

In an anti-xenophobia demonstration the Univen community gathered to express its condemnation for the xenophobic violence which has shattered the country.

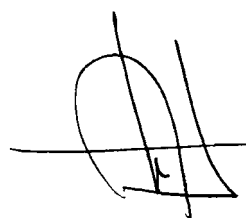


Gender issues at the forefront

Gender and issues relating to lesbian, gay, bisexual, transgender and intersex people remained high on the agenda of Univen.

The university engaged extensively with the Commission on Gender Equality and hosted a symposium 'Gender mainstreaming and representation at the workplace'.

A dedicated coordinator ensured that the responsiveness to the relevant issues is fostered.



Prof Peter A Mbatlali
Vice Chancellor and Principal



Serobi Maja
Chairperson of Council



ANNUAL FINANCIAL REVIEW

During 2015 Univen continued to put a high premium on financial sustainability. The focus is on prudent financial management, conservative budgeting, managing cash flow, generation of a modest annual surplus and putting concerted efforts to expand all its three streams of income flow - government subsidy, student' fees and donor funding.

This is achieved by closely monitoring, managing and controlling the institution's expenditure. Univen's current and future debt liability is managed carefully while a modest annual surplus

is attained every year and investments continue to deliver a reasonable return. Univen was once again able to receive an unqualified audit for 2015 and attained a surplus of more than R41 million for 2015.

It has also reviewed its financial policies and has collapsed a number of policies to ensure ease of usage and eliminating the risk of contradicting policies. The external auditors, SizweNtsabulaGobodo, were reappointed for the 2015 audit while PwC was also re-appointed to assist with internal auditing.



2015 Financial results

	2015 Preliminary R'm	2014 Actual R'm	2013 Actual R'm	2012 Actual R'm	2011 Actual R'm
Subsidies	414	355	341	311	272
Tuition fees	408	349	293	229	205
Sundry income	78	81	76	46	28
Interest and dividends	34	39	29	31	24
Fair value adjustments	2	1	0	0	1
Total income	931	825	739	617	530
Personnel costs	462	397	340	293	290
Other operation expenses	421	364	324	230	200
Finance cost	7	6	6	3	3
Total expenses	890	767	670	528	493
Net surplus	41	58	69	89	37

The preliminary figures for 2015 indicate a R41 million surplus.

Conservative budgeting

The budget conservatively based on past results and the fact that Univen is still small and it must grow reserves to be financially sustainable. At least 3% of the revenue should be retained in the reserves. The target remains to grow the reserve to cover the salary bill for two years.

The final budget for 2016 was approved by the executive management in October 2015 for presentation to the Finance Committee. The Finance Committee recommended the budget to the Council in October and Council approved the budget on the 21 November 2015. The approved budget consists of R813,9m revenue and R794,3m expenditure with a surplus of R19,6m.

Cash flow management

The annual cash flow plan with a projected surplus was submitted to both the Audit and Finance Committees in March 2015. The revised cash flow together with financial management reports were submitted to the Finance and Audit Committees throughout the year. The cash flow plan was monitored and compared with the actual cash flow throughout the year.

Investment strategy and Investment

The university has adopted a risk avoidance approach with regard to investments and invests its funds in fixed term deposits. This approach ensures that we will not lose capital and will earn the minimum return. In 2013 we investigated other investment vehicles and a decision was made to invest in a higher income

fund from Investec. The return on this investment is on average 2% higher than that of a fixed term investment. An amount of R30 million have been invested to test the fund. The investment is spread among the large banks in South Africa with a small portion invested with VBS Bank, which is a local bank. The 2015 reduction in Univen investment is due to the increase in student debtors.

Investments	2011 R'000	2012 R'000	2013 R'000	2014 R'000	2015 R'000
Univen	252,607	368,096	343,739	327,567	111,312
Infrastructure	97,405	122,659	210,223	277,949	334,477
National Research Foundation	5,073	10,035	10,592	23,154	11,910
Efficiency	20,145	20,898	10,051	11,447	24,091

The decline in investments is due to a transfer of R157m to infrastructure investments for new Council-funded infrastructure projects as well as the non-receipt of R111m payment from students for 2015. However, the Department of Higher Education and Training has already made an undertaking that Univen qualifies for R139m of backlog student fee funding. An amount of R33m has also been received for the non-increase in students' fees for 2016.

Managing debtors

Univen communicates on a quarterly basis with students to inform them of their outstanding balances to ensure that they are aware of what they owe the university. On 30 April 2015 we handed over the outstanding balances for the previous period to the debt collecting company.

Monthly reconciliations were done, statements were sent to students and students with overdue accounts were blocked in the system. Annual tuition fees of R374, 474 million were outstanding towards the end of 2015.

- Balance outstanding from 2015 fees R38,5m
- The total collection for 2015 revenue is 90%, 5% less than the target.

Year	Outstanding debtors R'000	Student fees R'000	Percentage
2011	3,684	193,699	1.90%
2012	4,672	220,892	2.12%
2013	25,900	284,747	9.10%
2014	33,600	320,657	10.4%
2015	38,507	374,474	11%



Benji Ngoben
Acting Director:
Finance



Mothapo P Molapo
Chairperson:
Finance Committee

REPORT OF THE AUDIT COMMITTEE

Independent auditor's report to the Minister of Higher Education and Training and the Council of the University of Venda

Report on the consolidated financial statements

Introduction

We have audited the consolidated and financial statements of the University of Venda, which comprise the consolidated and separate statement of financial position as at 31 December 2015, the consolidated and statement of comprehensive income, statement of changes in funds and the statement of cash flows for the year then ended, as well as the notes, comprising a summary of significant accounting policies and other explanatory information.

Council's responsibility for the consolidated financial statements

The council is responsible for the preparation and fair presentation of these consolidated and financial statements in accordance with International Financial Reporting Standards ("IFRS") and the requirements of the Higher Education Act of South Africa (HEA) 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 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 entity'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 entity'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 as at 31 December 2015 and its financial performance and cash flows for the year then ended, in accordance with International Financial Reporting Standards and the requirements of Higher Education Act of South Africa.

Emphasis of matters

We draw attention to the matters below. Our opinion is not modified in respect of these matters.

As disclosed in note 31 to the consolidated financial statements, the corresponding figures for 31 December 2014 have been restated as a result of errors discovered during 2015 in the consolidated financial statements of the University of Venda at, and for the year ended, 31 December 2014.

Other matters

We draw attention to the matters below. Our opinion is not modified in respect of this matter.

The University is currently conducting a forensic investigation on infrastructure projects. The ultimate outcome of the matter cannot presently be determined and therefore no provision has been made in the consolidated financial statements

Other reports

As part of our audit of the consolidated financial statements for the year ended 31 December 2015, we have read the annual report for the purpose of identifying whether there are material inconsistencies between this report and the audited financial statements. This report is the responsibility of the respective preparers. Based on reading this report we have not identified material inconsistencies between the report and the audited financial statements. However, we have not audited this report and accordingly do not express an opinion on the report.

Report on other legal and regulatory requirements

In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) and the general notice issued in terms thereof, we have a responsibility to report findings on the reported performance information against predetermined objectives for the selected objectives presented in the annual report, non-compliance with legislation and internal control.

We performed tests to identify reportable findings as described under each subheading but not to gather evidence to express assurance on these matters. Accordingly, we do not express an opinion or conclusion on these matters.

Predetermined objectives

We performed procedures to obtain evidence about the usefulness and reliability of the reported performance information for the following selected objectives presented in the annual performance report of the university for the year ended 31 December 2015:

- 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 5:
Financial sustainability

We evaluated the reported performance information against the overall criteria of usefulness and reliability. We evaluated the usefulness of the reported performance information to determine whether it was presented in accordance with the *Regulations for Reporting by Public Higher Education Institutions'* principles and whether the reported performance was consistent with the planned objectives. We further performed tests to determine whether indicators and targets were well defined, verifiable, specific, measurable, time bound and relevant, as required by the *Regulations for Reporting by Public Higher Education Institutions*.

We assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

Reliability of the reported performance information

The material findings in respect of the reliability of selected objectives are as follows:

The *Regulations for Reporting by Public Higher Education Institutions* require institutions to report on the work of the institution and the extent to which the objectives set out in the Annual Performance Plan have been met, and the extent to which the institution believes it has met objectives and goals of its strategic plan. This requires institutions to have appropriate systems to collect, collate, verify and store performance information to ensure valid, accurate and complete reporting of actual achievements against planned objectives, indicators and targets.

Overall, targets were not reliable because we were unable to obtain sufficient appropriate audit evidence for 53% of the targets.

In addition, 53% of the targets were not valid, accurate and complete when compared to the source information or evidence provided. This was due to:

- the absence of key controls to address the systems of collecting, collating, verifying and storing performance information.
- the absence and proper performance planning and management practices to provide for the development of performance indicators and targets.

Additional matters

We draw attention to the following matters:

Achievement of planned targets

Refer to the annual performance report for information on the

achievement of the planned targets for the year. This information should be considered in the context of the material findings on the reliability of the predetermined objectives for the selected objectives reported in the above.

Compliance with legislation

We performed procedures to obtain evidence that the university had complied with legislation regarding financial matters, financial management and other related matters.

Our findings on material non-compliance with specific matters in key legislation are as follows:

Non-compliance with Higher Education Act Higher Education Act s27 (7) (c)

New members of Council or of a committee of Council, did not, before he or she assumed office, declare business, commercial or financial activities undertaken for financial gain that may raise a conflict or a possible conflict of interest with the public higher education institution concerned, as required by s27(7)(c) of the Higher Education Act.

Internal control

We considered internal control relevant to our audit of the consolidated financial statements, pre-determined objectives and compliance with legislation. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on the predetermined objectives and the findings on non-compliance with legislation included in this report.

Leadership

- The university did not develop and implement proper performance planning and management practices to provide for the development of performance indicators and targets.

Financial and performance management

- The University did not implement an adequate internal control systems of collecting, collating, verifying, and reporting performance information.

Other reports

The following agreed-upon procedures engagements have been performed at the request of University, which are mandatory in terms of the Department of Higher Education and Training:

- Infrastructure and efficiency grant
- Clinical grant
- Research development grant
- Accredited research output
- National research foundation
- HEMIS report (students)
- Foundation provision grant
- Teaching development grant



Nkanyiso Ngobese

SizweNtsalubaGobodo Inc.

Director

Registered Auditor

28 July 2016

65 Biccard Street

Polokwane

CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

AS AT 31 DECEMBER 2015

UNIVERSITY OF VENDA OFFICERS AND MEMBERS OF COUNCIL

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

COUNCIL'S RESPONSIBILITY STATEMENT

The Council is responsible for the preparation and fair presentation of the consolidated financial statements. These comprise of the consolidated statement of financial position at 31 December 2015, the consolidated statement of comprehensive income, the consolidated statement of changes in funds and consolidated statement of cash flows for the year then ended. It also comprises of the notes to the consolidated financial statements, which include a summary of significant accounting policies and other explanatory notes, in accordance with International Financial Reporting Standards ("IFRS") and the requirements of the Minister of Higher Education and Training, as prescribed by section 41 of the Higher Education Act, 1997 (Act No.101 of 1997), as amended.

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

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

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

APPROVAL OF THE CONSOLIDATED FINANCIAL STATEMENTS

The consolidated financial statements were approved by the Council on 22 July 2016 and are signed on its behalf by:



Mr Serobi Maja
Chairperson of Council



Prof Peter A Mbati
Vice Chancellor and Principal



Mr Mothapo P Molapo
Chair: Finance Committee



Mr Joe M Seoloane
Chair: Audit Committee



Mr Benji Ngobeni
Acting Director: Finance

UNIVERSITY OF VENDA
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AT 31 DECEMBER 2015

	Notes	2015 R'000	2014 R'000 <i>Restated*</i>
ASSETS			
Non-current assets			
Property, plant and equipment	5	1 619 260	1 473 153
Investments	6	35 440	32 678
Trade and other receivables	7	1 638	1 767
		1 656 338	1 507 598
Current assets			
Investments	6	446 429	432 612
Trade and other receivables	7	207 156	131 959
Inventory	8	3 112	1 729
Cash and cash equivalents	9	98 851	238 057
		755 548	804 357
		2 411 886	2 311 955
TOTAL ASSETS			
EQUITY AND LIABILITIES			
Funds and reserves			
Assets revaluation reserve	10	628 685	645 098
Restricted funds	11.1	196 095	165 944
Unrestricted funds	11.2	450 638	374 451
		1 275 418	1 185 493
Non-current liabilities			
Borrowings	12	1 207	1 246
Post-retirement medical obligation	13	64 016	56 933
Leave obligation	14	11 690	10 216
Long service award	15	2 351	-
Deferred revenue	16	802 591	832 439
		881 855	900 834
Current liabilities			
Borrowings	12	3 876	7 718
Post-retirement medical obligation	13	1 512	1 231
Leave obligation	14	3 416	2 868
Long service award obligation	15	190	-
Deferred revenue	16	140 461	93 714
Trade and other payables	17	102 394	120 098
Provisions	18	2 764	-
		254 613	225 629
		2 411 886	2 311 955
TOTAL EQUITY AND LIABILITIES			

UNIVERSITY OF VENDA
STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 DECEMBER 2015

	Notes	Council controlled Unrestricted	Specifically funded activities Restricted	Sub-Total 2015	Student and staff accommodation Unrestricted	Total 2015	Total 2014 <i>Restated*</i>
		R'000	R'000	R'000	R'000	R'000	R'000
TOTAL INCOME	27.1	800 221	125 335	925 556	30 352	955 908	806 810
State subsidies and grants	19	358 670	58 816	417 486	-	417 486	372 545
Tuition and other fee income	20	374 890	-	374 890	30 352	405 242	349 043
Income from contracts	21	-	51 215	51 215	-	51 215	51 916
For research		-	51 215	51 215	-	51 215	51 916
For other activities		-	-	-	-	-	-
Sales of goods and services		2 423	-	2 423	-	2 423	1 898
Private gifts and grants		13 459	-	13 459	-	13 459	10 967
Income from other activities	22	50 779	15 304	66 083	-	66 083	20 441
TOTAL EXPENDITURE	27.2	836 523	93 251	929 774	10 616	940 390	763 348
Personnel costs	23	453 782	13 701	467 483	-	467 483	397 325
Academic professional		259 245	9 153	268 398	-	268 398	234 467
Other personnel		194 537	4 548	199 085	-	199 085	162 858
Other current operating expenses	24	338 902	79 550	418 452	10 616	429 068	329 045
Loss on revaluation of PPE		-	-	-	-	-	2 418
Loss on disposal of PPE		5 758	-	5 758	-	5 758	281
Depreciation	5	38 081	-	38 081	-	38 081	34 279
OPERATING SURPLUS FOR THE YEAR		(36 302)	32 084	(4 218)	19 736	15 518	43 462

UNIVERSITY OF VENDA
STATEMENT OF COMPREHENSIVE INCOME (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2015

	Notes	Council controlled Unrestricted	Specifically funded activities Restricted	Sub-Total 2015	Student and staff accommodation Unrestricted	Total 2015	Total 2014 Restated*
		R'000	R'000	R'000	R'000	R'000	R'000
Investment income		26 714	-	26 714	-	26 714	24 519
Interest from investments	25	26 714	-	26 714	-	26 714	24 519
Finance cost		(7 792)	-	(7 792)	-	(7 792)	(6 014)
Finance costs	26	(7 792)	-	(7 792)	-	(7 792)	(6 014)
Surplus for the year		(17 380)	32 084	14 703	19 736	34 439	61 967
Other comprehensive income		38 830	-	38 830	-	38 830	311 601
Gain on revaluation of PPE		-	-	-	-	-	319 533
Actuarial loss on post-retirement obligations		(445)	-	(445)	-	(445)	(3 220)
Change in accounting estimate		56 338	-	56 338	-	56 338	-
Impairment of previously revalued buildings		(13 956)	-	(13 956)	-	(13 956)	-
Actuarial gain loss on leave obligations		(3 258)	-	(3 258)	-	(3 528)	(4 712)
Actuarial gain on long service award		151	-	151	-	151	-
Comprehensive income for the year		21 450	32 084	53 533	19 736	73 269	373 568

* See note 31 for details regarding the restatement as a result of errors identified

UNIVERSITY OF VENDA
STATEMENT OF CHANGES IN FUNDS
AT 31 DECEMBER 2015

	Restricted use funds	Unrestricted use funds	Asset revaluation reserve	Total
	R'000	R'000	R'000	R'000
2013				
Balance 31.12.2012	119 147	466 112	347 084	932 343
Prior year error	-	(250)	-	(250)
Restated balance at 01.01.2013	119 147	465 862	347 084	932 093
Transfer from asset revaluation reserve	-	3 212	(3 212)	-
Surplus for the period restated	17 565	54 805	-	72 370
Surplus for the year as previously reported	17 565	56 719	-	74 284
Prior year error	-	(1 914)	-	(1 914)
Balance at 31.12.2013	136 712	523 879	343 872	1 004 463
2014				
Restated balance 01.01.2014	136 712	523 879	343 872	1 004 463
Transfer from revaluation reserve	-	3 212	(3 212)	-
Surplus for the period	29 232	29 244	-	58 476
Gain on revaluation	-	-	319 533	319 533
Other comprehensive income	-	(7 932)	-	(7 932)
Balance at 31.12.2014	165 944	548 403	660 193	1 374 540
2015				
Balance 31.12.2014	165 944	548 403	660 193	1 374 540
Prior year error	-	(173 952)	(15 095)	(189 047)
Restated balance 01.01.2015	165 944	374 451	645 098	1 185 493
Transfer from revaluation reserve	-	2 457	(2 457)	-
Surplus for the period	30 151	4 288	-	34 439
Impairment of previously revalued buildings	-	-	(13 956)	(13 956)
Other comprehensive Income	-	69 442	-	69 442
Balance at 31.12.2015	196 095	450 638	628 685	1 275 418

UNIVERSITY OF VENDA
STATEMENT OF CASH FLOW
FOR THE YEAR ENDED 31 DECEMBER 2015

	Notes	2015 R'000	2014 R'000 <i>Restated*</i>
Cash flows from operating activities			
Cash generated from operations	29	19 902	100 427
Finance cost	26	(1 721)	(585)
Net cash generated from operations		18 181	99 842
Cash flows from investing activities			
Acquisition of property plant and equipment		(174 045)	(155 996)
Investment made		(16 579)	(529 093)
Investment income	25	20 219	16 094
Proceeds on disposal of investments		-	428 184
Net cash used in investing activities		(170 405)	(240 811)
Cash flows from financing activities			
Increase in deferred revenue		16 899	68 707
Repayment of finance lease		(3 881)	(5 913)
Decrease in long term liabilities		-	(219)
Net cash generated from financing activities		13 018	62 575
Decrease in cash and cash equivalents		(139 206)	(78 394)
Cash and cash equivalents at beginning of year		238 057	316 451
Cash and cash equivalents at end of year	9	98 851	238 057

* See note 31 for details regarding the restatement as a result of errors identified

UNIVERSITY OF VENDA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2015

1. GENERAL INFORMATION

The University of Venda is an institution domiciled in South Africa. The university as an educational institution is primarily involved in tuition, research and community service in South Africa and beyond.

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

2.1 New and revised IFRSs issued but not yet effective

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

IFRS 9	Financial instruments ²
IFRS 15	Revenue from contracts with customers ²
Amendments to IFRS 11	Accounting for acquisitions of interests in joint operations ¹
Amendments to IAS 1	Disclosure initiative ¹
Amendments to IAS 16 and IAS 38	Clarification of acceptable methods of depreciation and amortisation ¹
Amendments to IAs 16 and IAS 41	Agriculture – Bearer plants ¹
Amendments to IAS 10 and IAS 28	Sale or contribution of assets between an investor and associate or joint venture ¹
Amendments to IFRS 10, IFRS 12 and IAS 28	Investment entities applying the consolidation exception ¹
Amendments to IFRSs Cycle	Annual improvements to IFRSs 2010-2012 ¹

Note that IFRS 14 is not applicable to the university as it is not a first time adopter of IFRS.

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

In the current year, the university has applied a number of amendments to IFRSs issued by the International Accounting Standards Board (IASB) that are mandatorily effective for an accounting period that begins on or after 1 January 2015.

Amendments to IAS 19 Defined Benefits Plans: Employee Contributions

The amendments to IAS 19 clarify how an entity should account for contributions made by employees or third parties to defined benefit plans, based on whether those contributions are dependent on the numbers of years of service provided by the employee. The application of these amendments to IAS 19 has had no impact on disclosures and amounts recognised in the university's consolidated financial statements.

Annual improvements to IFRSs 2010-2012 cycle and 2011-2013 cycle

The university applied the amendments to IFRSs included in the annual improvements 2010-2011 and 2011-2013 for the first time in the current year. The application of the amendments to these IFRS standards has had no impact on disclosures and amounts recognised in the university's consolidated financial statements.

3. SIGNIFICANT ACCOUNTING POLICIES

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

3.1 Basis of preparation and measurement

Statement of compliance

The consolidated financial statements of the University of Venda are prepared in accordance with International Financial Reporting Standards ("IFRS") as prescribed by the Minister of Higher Education and Training in terms of the Higher Education Act no 101 of 1997, as amended.

Basis of measurement

The consolidated financial statements have been prepared on the historical cost basis except for the following:

- Financial instruments at fair value through profit or loss, land and buildings – measured at fair values.

Functional currency

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

3.2 Unrestricted council controlled funds

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

3.3 Specifically funded activities restricted (education and general)

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

¹ Effective for annual periods beginning on or after 1 January 2016 with earlier application permitted

² Effective for annual periods beginning on or after 1 January 2018 with earlier application permitted

UNIVERSITY OF VENDA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2015

3.4 Asset revaluation reserve

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

3.5 Property, plant and equipment

Recognition and measurement

Item of property, plant and equipment shall be measured at its cost at initial recognition. Land and buildings comprise mainly lecture halls and facilities, student residences and administrative offices. Land and buildings are stated in the consolidated statement of financial position at revalued amounts, being the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. Revaluations are carried out with sufficient regularity such that the carrying amounts do not differ materially from those that would have been determined using fair values at the end of each reporting period.

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

Other items of property, plant and equipment are stated at historical cost less accumulated depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items. Assets held under finance leases are depreciated over their expected useful lives on the same basis as owned assets. Property, plant and equipment items are capitalised if the life expectancy of an item is more than one year and the cost thereof exceeds R5 000. Property, plant and equipment acquired by means of donations are recorded at fair value at the date of the donation.

Subsequent measurement

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

Work in progress includes all expenditure that is directly attributable to the construction of property plant and equipment, until the construction is completed and the certificate is issued. Work in progress is capitalised during the construction and only depreciated once the building is available for occupation. Properties in the course of construction are carried at cost, less any recognised impairment loss.

Depreciation

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost or revalued amounts to their residual values over their estimated useful lives. Depreciation is charged to surplus or deficit for the period. The depreciation rates are as follows:

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

The assets' residual values and useful lives are reviewed and adjusted if appropriate, at the end of each reporting period. The asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

De-recognition

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

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

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

3.6 Impairment of non-financial assets

Recognition and measurement

Assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units).

Calculation of recoverable amount

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

UNIVERSITY OF VENDA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2015

3.7 Financial instruments

Recognition and measurement

Non-derivative financial instruments comprise investments in equity and debt securities, student and other receivables, cash and cash equivalents, loans and borrowings, and trade and other payables. Financial assets and financial liabilities are recognised when the university entity becomes a party to the contractual provisions of the instruments.

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

Gains or losses arising from changes in the fair value of the 'financial assets at fair value through profit or loss' category are presented in the statement of comprehensive income within 'Investment income' in the period in which they arise. Dividend income from financial assets at fair value through profit or loss is recognised in the statement of comprehensive income as part of other income when the university's right to receive payments is established.

Non-derivative financial instruments are recognised initially at fair value plus, for instruments not at fair value through profit or loss, directly attributable transaction costs, and for financial instruments through profit or loss, excluding attributable costs. Subsequent to initial recognition non-derivative financial instruments are measured as described below.

3.7.1 Financial assets

Classification

The university classifies its financial assets in the following categories:

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

The classification depends on the purpose for which the financial assets were acquired. Management determines the classification of its financial assets at initial recognition.

(a) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the end of the reporting period. These are classified as non-current assets. The university's loans and receivables comprise 'trade and other receivables', 'other loans' and 'cash and cash equivalents' in the consolidated statement of financial position.

(b) Trade and other receivables

Trade receivables are amounts due from students for services rendered in the ordinary course of business. If collection is expected in one year or less (or in the normal operating cycle of the business if longer), they are classified as current assets. If not, they are presented as non-current assets. Trade receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less impairment losses.

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

(c) Cash and cash equivalents

Cash and cash equivalents are measured at amortised cost, using the effective interest method. Cash and cash equivalents include cash on hand, deposits held on call with banks and other short term highly liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the balance sheet.

(d) Held-to-maturity financial assets

Investments that meet the criteria for classification as held-to-maturity financial assets are carried at amortised cost. Held-to-maturity financial assets are non-derivative financial assets with fixed or determinable payments and fixed maturity that management has the positive intention and ability to hold to maturity.

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

(e) Fair value through profit and loss

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

Financial instruments at fair value through profit or loss are measured at fair value, and changes therein are recognised in profit or loss. Fair value movement recognised in profit or loss excludes interest and dividends.

De-recognition

Financial assets are derecognised when the rights to receive cash flows from the assets have expired or have been transferred and the university has transferred substantially all risks and rewards of ownership. Financial assets at fair value through profit or loss are subsequently carried at fair value. Loans and receivables and held-to-maturity financial assets are subsequently carried at amortised cost using the effective interest method.

3.7.2 Financial liabilities

Recognition and measurement

Non-derivative financial liabilities are recognised at amortised cost, comprising original debt less principal payments and amortisations. Interest bearing borrowings are recognised initially at fair value less attributable transaction cost. Subsequent to initial recognition, interest bearing borrowings are stated at amortised cost with any difference between cost and redemption value being recognised in the income statement over the period of the borrowings on an effective interest rate method.

UNIVERSITY OF VENDA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2015

(a) Trade and other payables

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

(b) Borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently carried at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the income statement over the period of the borrowings using the effective interest method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a pre-payment for liquidity services and amortised over the period of the facility to which it relates.

3.8 Impairment of financial assets

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

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

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

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

The university first assesses whether objective evidence of impairment exist.

The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the statement of comprehensive income within other operating costs. When a receivable is uncollectible, it is written off against the allowance account for such receivables.

The asset's carrying amount is reduced and the amount of the loss is recognised in the statement of comprehensive income. If a loan or held-to-maturity investment has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract. As a practical expedient, the university may measure impairment on the basis of an instrument's fair value using an observable market price.

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

3.9 Inventories

Inventories are stated at the lower of cost and net realisable value. The cost of inventories comprises all costs of purchase, conversion and other costs incurred in bringing the inventories to their present location and condition, cost is determined using the weighted average method.

Obsolete, redundant and slow moving inventories are identified on a regular basis and are written down to their estimated net realisable values. Net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling expenses.

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

3.10 Employee benefits

3.10.1 Post-retirement medical benefits

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

The post-retirement benefits obligation is unfunded. As such, the expected costs of these benefits are accrued over the period of employment, using an accounting methodology similar to that for defined benefit pension plans. The post-retirement benefits obligation is determined by an actuarial valuation at the end of each annual reporting period. Current-service costs and interest costs are recognised immediately in surplus or deficit.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period in which they arise.

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3.10.2 Privately administered fund

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

The contributions are recognised as employee benefit expense when they are due.

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

3.10.3 Leave obligation

The university staff are allowed to accumulate up to 20 days leave that is payable upon resignation, death or retirement. Leave is only encashed when an employee resigns, retire or die in service. As a result, it is not possible to estimate the anticipated repayment periods. The leave obligation is determined by an actuarial valuation at the end of each annual reporting period.

Current service costs and interest costs are recognised immediately in profit or loss. Actuarial gains/losses are recognised in other comprehensive income in the period in which they occur.

3.10.4 Long service award obligation

The university awards long service payments to qualifying staff as predetermined milestones are reached. The actuarially determined liability which is reduced by the provision made by the university was valued at 31 December 2015 and accounted for in 2015 for the first time.

This obligation is funded from university reserves. Current service costs and interest costs are recognised immediately in profit or loss. Actuarial gains/losses are recognised in other comprehensive income in the period in which they occur.

3.11 Provisions

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

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

3.12 Revenue

3.12.1 Tuition and residence fees

Tuition and residence fees are recognised as income at the fair value of the consideration received or receivable in the period to which they relate (academic year). Revenue from tuition and residence services is recognised fully in the year of registration.

Deposits provided by prospective students are treated as current liabilities until the related fees become due to the university.

3.12.2 State appropriations: subsidies and grants

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

The university follows the income approach whereby the grant is taken to income (over one or more periods, where relevant) and not the capital approach whereby the grant is credited directly to funds and reserves.

Government grants relating to costs are deferred and recognised in the income statement over the period necessary to match them with the costs that they are intended to compensate.

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

3.12.3 Other grants, donation and bequests from non-government organisation or individuals/private grants

a) Grants with specific condition

Private gifts, grants and donations are recognised as income at the fair value of the consideration received or receivable in the period to which they relate. Any such income is recognised as income in the financial period when the university is entitled to use those funds.

Therefore, funds that will not be used until some specified future period or occurrence are deferred to deferred income and released to the income statement as the university becomes entitled to the funds.

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

b) Grants with no specific conditions

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

Any unspent portion of such grant at the end of the financial year is transferred on the statement of change in funds to restricted funds (separately from unrestricted funds/council controlled funds).

When expenditure is incurred in following years, a transfer from these restricted funds is made to unrestricted fund/council controlled funds.

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3.12.4 Interest income

Interest income is recognised using the effective interest method taking account of the principal outstanding and the effective interest rate over the period to maturity, when it is determined that such income will accrue to the university.

When a loan and receivable is impaired, the university reduces the carrying amount to its recoverable amount, being the estimated future cash flow discounted at the original effective interest rate of the instrument, and continues unwinding the discount as interest income. Interest income on impaired loan and receivables are recognised using the original effective interest rate.

3.12.5 Rental income

Where the university retains the significant risks and benefits of ownership of an item under a lease agreement, it is classified as an operating lease. Receipts in respect of the operating lease are recognised on a straight-line basis in the statement of comprehensive income over the period of the lease.

3.12.6 Other sales and services

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

3.13 Leases

3.13.1 Operating leases

Leases where the lessor retains the risks and rewards of ownership of the underlying asset are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged against income statement on a straight line basis over the period of the lease.

3.13.2 Finance leases

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

Assets acquired in terms of finance leases are capitalised at the lower of fair value and the present value of the minimum lease payments at inception of the lease and depreciated over the shorter of the useful life of the asset and the lease term.

The capital element of future obligations under the leases is included as a liability in the balance sheet. Lease payments are allocated using the effective interest rate method to determine the lease finance cost, which is charged against income statement over the lease period, so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

3.14 Taxes

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

3.15 Subsidiaries

Subsidiaries are all entities (including special purpose entities) over which the university has the power to govern the financial and operating policies generally accompanying a shareholding of more than one half of the voting rights.

The existence and effect of potential voting rights that are currently exercisable or convertible are considered when assessing whether the university controls another entity. Subsidiaries are fully consolidated from the date on which control is transferred to the university. They are de-consolidated from the date that control ceases.

The university uses the acquisition method of accounting to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred and the equity interests issued by the university.

The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement.

Acquisition-related costs are expensed as incurred. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. On an acquisition-by-acquisition basis, the university recognises any non-controlling interest in the acquiree either at fair value or at the non-controlling interest's proportionate share of the acquiree's net assets. Investments in subsidiaries are accounted for at cost less impairment.

Cost is adjusted to reflect changes in consideration arising from contingent consideration amendments. Cost also includes direct attributable costs of investment.

The excess of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the university's share of the identifiable net assets acquired is recorded as goodwill. If this is less than the fair value of the net assets of the subsidiary acquired in the case of a bargain purchase, the difference is recognised directly in the statement of comprehensive income.

Inter-group transactions, balances and unrealised gains on transactions between group companies are eliminated. Unrealised losses are also eliminated. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the group.

4. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTIES

The preparation of the consolidated financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities as well as income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

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

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4.1 Critical judgements in applying accounting policies

4.1.1 Held to maturity financial assets

The council has reviewed the university's held-to-maturity assets in the light of its capital maintenance and liquidity requirements and has confirmed the university's positive intention and ability to hold those assets to maturity.

The carrying amount of the held-to-maturity financial assets is R481, 322m (2014: R464, 090m). Details of these are set out in note 6.

4.1.2 Discount rate used in actuarial valuations

The university's post-employment medical obligations, leave obligations and long service awards obligations are discounted at a rate set by reference to market yields at the end of the reporting period on high quality corporate bonds.

Significant judgement is required when setting the criteria for bonds to be included in the population from which the yield curve is derived. The most significant criteria for bonds to be included are the size of the corporate bonds, quality of the bonds and the identification of outliers which are excluded.

4.2.1 Deferred revenue

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

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

The carrying amount for deferred revenue at 31 December 2015 is R943 051 000 (31 December 2014: R925 152 000).

4.2 Key sources of estimation uncertainty

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

4.2.1 Impairment of receivables

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

The carrying amount of trade and other receivables at 31 December 2015 was R183 447 000 (31 December 2014: R129 068 000) after an impairment loss of R11 333 000 was recognised in 2015 (2014: R40 471 000).

4.2.2 Post-retirement medical obligation

The post-employment medical obligation is determined by an actuarial valuation at the end reporting period. The actuarial valuation involves assumptions and professional judgement by the actuary. Refer to note 13 for the detailed assumptions and amounts recognised for post-employment medical at 31 December 2015.

4.2.3 Leave obligation

The leave obligation is determined by an actuarial valuation at the end of each reporting period. The actuarial valuation involves assumptions and professional judgement by the actuary. Refer to note 14 for the detailed assumptions and amounts recognised for the leave obligation at 31 December 2015.

4.2.4 Long service award obligation

The long service award obligation is determined by an actuarial valuation at the end of each reporting period. The actuarial valuation involves assumptions and professional judgement by the actuary. Refer to note 15 for the detailed assumptions and amounts recognised for the long service award obligation at 31 December 2015.

4.2.5 Useful lives of property, plant and equipment

As described in note 3.5 above, the university reviews the estimated useful lives of property, plant and equipment at the end of each reporting period. During the current year, management determined that the useful lives of certain items of property, plant and equipment should be increased, due to an increase in expected useful lives.

The financial effect of this reassessment, assuming the assets are held until the end of their estimated useful lives, is to increase the depreciation expense in the current financial year and for the next 3 years, by the following amounts:

	2015 R'000
2015	4 819
2016	4 819
2017	4 819
2018	4 819

4.2.6 Fair value measurements and valuations process

Some of the university's assets and liabilities are measured at fair value for financial reporting purposes. In estimating the fair value of an estimate or a liability, the university uses market-observable data to the extent it is available.

Where level 1 inputs are not available, the university uses third party qualified valuers to perform the valuation.

Information about the valuation techniques and inputs used in determining the fair value of various assets and liabilities are disclosed in note 40.

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5. PROPERTY, PLANT AND EQUIPMENT

	Land and buildings at revalued amounts ²	Work in progress at cost	Office equipment at cost	Motor vehicles at cost	Computer equipment at cost	Other equipment at cost	Library book and journals at cost	Total
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
At 1 Jan 2014								
Cost/valuation	980 595	119 916	20 202	21 573	45 327	88 167	7 410	1 283 190
Accumulated depreciation	(142 873)	-	(5 482)	(12 007)	(32 437)	(50 359)	(5 203)	(248 146)
Net carrying value	837 722	119 916	14 720	9 566	12 890	37 808	2 207	1 034 829
At 1 Jan 2014								
Opening carrying value	837 722	119 916	14 720	9 566	12 890	37 808	2 207	1 034 829
Additions	-	126 533	6 230	2 912	9 121	9 448	1 754	155 998
Revaluation surplus OCI	319 533	-	-	-	-	-	-	319 533
Revaluation decrease - P/L	(2 418)	-	-	-	-	-	-	(2 418)
Assets written off	(281)	-	-	-	-	-	-	(281)
Work in process capitalisation	89 099	(89 099)	-	-	-	-	-	-
Depreciation	(12 832)	-	(3 925)	(2 471)	(6 134)	(9 055)	(91)	(34 507)
Closing carrying value	1 230 823	157 350	17 025	10 007	15 877	38 201	3 870	1 473 153
At 31 Dec 2014								
Cost/valuation	1 230 823	157 350	26 432	24 485	54 448	97 615	9 164	1 600 317
Accumulated depreciation	(155 705)	-	(9 407)	(14 478)	(38 571)	(59 414)	(5 294)	(282 869)
Depreciation eliminated on revaluation	155 705	-	-	-	-	-	-	155 705
	1 230 823	157 350	17 025	10 007	15 877	38 201	3 870	1 473 153
At 1 Jan 2015								
Restated opening carrying value	1 230 823	157 350	17 025	10 007	15 877	38 201	3 870	1 473 153
Additions	1 500	141 303	4 502	4 294	9 756	13 990	-	175 345
Disposals and write offs	(5 445)	(23 327)	(140)	(803)	(1 043)	(207)	-	(30 965)
Impairment ³	(17 554)	-	-	-	-	-	-	(17 554)
Reclassification ⁴	-	-	-	-	-	-	(3 870)	(3 870)
Transfers ⁵	57 747	(74 878)	-	-	-	20 107	-	2 976
Depreciation	(17 095)	-	(1 477)	(1 772)	(5 098)	(12 639)	-	(38 081)
Change in accounting estimate	-	-	(4 845)	6 765	20 797	33 621	-	56 338
Accumulated depreciation on disposal	-	-	106	642	983	187	-	1 918
Closing carrying value	1 249 976	200 448	15 171	19 132	41 273	93 260	-	1 619 260
Cost/valuation	1 284 624	200 448	30 794	27 976	63 161	131 505	-	1 738 508
Accumulated depreciation	(34 649)	-	(15 623)	(8 843)	(21 888)	(38 245)	-	(119 248)
At 31 Dec 2015	1 249 976	200 448	15 171	19 132	41 273	93 260	-	1 619 260

² A complete schedule of land and buildings is available for inspection at the main administration building of the university.

³ Impairment loss of R17.6m largely relate to buildings whose condition had deteriorated. The recoverable amount of the asset was determined based on the company's own internal assessment (level 3 fair value hierarchy).

⁴ Amounts for books and journals were reclassified to expenses in the current year as they are minor assets.

⁵ Amounts are transferred from work under construction to the relevant asset class when the asset is available for use.

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

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

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

Other equipment and computer equipment include the following amount where the university is a lessee in a finance lease:

	Other equipment R'000	Computer equipment R'000	Total R'000
At 1 January 2015			
Cost	9 874	3 519	13 392
Accumulated depreciation	(3 319)	(1 456)	(4 775)
Net carrying value	6 555	2 062	8 617
At 31 December 2015			
Opening net book value	6 555	2 062	8 617
Additions	701	-	701
Depreciation	(3 402)	(1 173)	(4 575)
Net carrying value	3 854	889	4 743

6. INVESTMENTS

	2015 R'000	2014 R'000
Non-current financial assets		
Designated at fair-value through profit and loss	1 425	1 200
Held to maturity instruments	34 015	31 478
	35 440	32 678
Current financial assets		
Held to maturity instruments	446 429	432 612

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

	2015 R'000	2014 R'000
Listed securities		
Equity securities - RSA	1 425	1 200

The fair values of equity securities are based on quoted market prices at the balance sheet date. The maximum exposure to credit risk at the reporting date in respect of financial assets designated at fair value through profit and loss is the carrying value of the equity securities designated at fair value through profit and loss. Management of credit risk is discussed in note 40. None of these Investments are past due and impaired.

Financial assets held to maturity include the following:

	2015 R'000	2014 R'000
Fixed deposit account	34 015	31 478
Short term call accounts	446 429	432 612

The university has not reclassified any financial assets measured at amortised cost to fair value during the year (2014: Rmil).

There were no gains or losses realised on the disposal of held-to-maturity financial assets in 2015 and 2014 as all the financial assets were disposed of at their redemption date.

The fair value of held-to-maturity financial assets is the same as the carrying amounts based on quoted market bid prices.

The above investments are neither past due nor impaired. The maximum exposure to credit risk at the reporting date is the carrying amount of the held-to-maturity financial assets. All investments are denominated in South African Rands.

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7. TRADE AND OTHER RECEIVABLES

	2015 R'000	2014 R'000
Financial assets		
Student accounts receivable	148 676	147 886
Less provision for impairment	(13 198)	(40 471)
Student account receivable – net carrying amount	135 478	107 415
Other receivables		
Tshivenda National Lexicography Unit (TNLU)	3 156	1 356
Tertiary Education and Research Network (TENET)	2 381	3 798
Accrued interest	6 495	8 424
Non-financial assets		
Receivable other grants	27 817	-
Receivable from DHET	11 789	10 450
Sundry accounts receivable	17 744	2 197
Receiver of revenue	2 700	86
Prepayments	1 234	-
Trade and other receivables	208 794	133 726
Less: non-current portion	(1 638) ⁶	(1 767)
Current portion	207 156	131 959

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

Student receivables

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

	2015 R'000	2014 R'000
Enrolled in current year	108 257	81 675
Enrolled in prior years	27 221	25 740

As of 31 December 2015, student receivables of R13 198 000 (2014: R40 471 000) were impaired and provided for. The amount of the provision was R13 198 000 as of 31 December 2015 (2014: R40 471 000). The individually impaired student receivables mainly relate to students experiencing financial difficulty and who have defaulted on their payments. It was assessed that a portion of the student receivables is expected to be recovered.

The ageing of these receivables:

	2015 R'000	2014 R'000
Enrolled in current year	507	296
Enrolled in prior year	296	1 978
Enrolled more than two years ago	12 395	38 197

Movements in the provision for impairment of trade receivables are:

	2015 R'000	2014 R'000
At 1 January	40 471	37 630
Provision for impairment	-	5 682
Receivables written off during the year as uncollectable	(5 247)	(2 841)
Unused amounts reversed	(22 026)	-
At 31 December	13 198	40 471

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

⁶ This is the non-current portion of the amounts receivable from TENET

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	2015 R'000	2014 R'000
8. INVENTORY		
Consumables	3 112	1 729
9. CASH AND CASH EQUIVALENTS		
Bank accounts	98 848	60 802
Call accounts	3	176 626
Money market	-	629
	98 851	238 057
10. ASSET REVALUATION RESERVE		
At 1 January 2014	645 098	343 872
Gain on revaluation of land and buildings	-	319 533
Prior year adjustment	-	(15 095)
Restated at 1 January 2015	645 098	648 310
Transfer to retained earnings	(2 457)	(3 212)
Impairment of previously revalued buildings	(13 956)	-
At 31 December 2015	628 685	645 098
11. FUNDS		
11.1 Restricted funds		
At 1 January	165 944	136 712
Movement during the year	30 151	29 232
At 31 December	196 095	165 944
11.2 Unrestricted funds		
At 1 January	374 451	523 879
Prior year error	-	(173 952)
Movement during the year	76 187	24 524
At 31 December	450 638	374 451
12. BORROWINGS		
Non-current		
Finance lease liabilities	1 207	1 246
Current		
Finance lease liabilities	3 876	7 718
Total borrowings	5 083	8 964

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

The university has the following undrawn borrowing facilities:

Expiring beyond one year	300 000	300 000
The interest rate exposure of the total borrowings was:		
At fixed rates	593	258
Weighted average effective interest rates:		
Interest bearing loan facility	9.73%	5.0%
Finance lease liabilities	8.8%	8.5%

a) Interest bearing loan facility

The university has an undrawn facility with the Development Bank of South Africa (DBSA). The facility matures in 2017 at a floating interest rate of 9.73%.

The facility is for the construction of new student residences and is guaranteed by the Department of Higher Education and Training (DHET). The exposure of the university's borrowings to interest changes and the contractual repricing dates at the end of the reporting period is included in note 39.

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b) Finance lease liability

The university leases certain of its equipment under finance lease arrangements. The finance lease liabilities are effectively secured since the rights to the leased asset revert to the lessor in the event of default.

	2015 R'000	2014 R'000
Gross finance lease liabilities – minimum lease payments	4 130	8 214
Not later than 1 year	1 261	1 359
Later than 1 to and not later than 5 years	5 391	9 573
Future finance charges on lease assets	(308)	(609)
Present value of finance lease liabilities	5 083	8 964
The present value of finance leases is:		
Not later than 1 year	3 876	7 718
Later than 1 to and not later than 5 years	1 207	1 246
	5 083	8 964

13. POST-RETIREMENT MEDICAL OBLIGATION

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

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

At 1 January

	58 164	48 385
Current service cost	3 629	3 100
Interest on obligation	4 967	4 585
Actuarial gain/(loss) recognised	188	3 220
Benefits paid	(1 420)	(1 126)

At 31 December

Less amounts payable within one year, included in current liabilities	(1 512)	(1 231)
Non-current portion	64 016	56 933

Amounts recognised in the income statement are:

Current service costs	3 629	3 100
Interest expenses	4 967	4 585
	8 596	7 685

Amounts recognised in other comprehensive income are:

Actuarial loss recognised in other comprehensive income	(445)	(3 320)
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The principal actuarial assumptions used were:

Key financial assumptions

Assumption	Value p.a.
Discount rate	10.19%
Health care cost inflation rate	9.01%
Net effective discount rate	1.08%

Key demographic assumptions

Assumption	Value
Average retirement age	63,00
Continuation of membership at retirement	0,50
Proportion assumed married at retirement	1,00
Proportion of eligible current non-member employees joining the scheme by retirement	0,35
Mortality during employment SA 85-90	
Mortality post-retirement PA (90) -1	
Withdrawal from service (sample annual rates)	Age Females Males
	20 24% 16%
	30 15% 10%
	40 6% 6%
	50 2% 2%
	>55 0% 0%

UNIVERSITY OF VENDA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2015

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

Assumption	Change	Eligible employees	Continuation members	Total R'000	% change
Health care inflation	1%	59.810	15.362	75.172	14%
	1%	44.366	13.469	57.835	12%
Discount rate	1%	44.289	13.424	57.712	-12%
	-1%	60.071	15.431	75.501	15%
Post-retirement mortality	-1 yr	53.480	15.037	68.517	4%
Average retirement age	-1 yr	56.352	14.364	70.716	8%
Continuation of membership at retirement	-10%	39.894	14.364	54.258	-17%

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

Liability history	31/12/2011	31/12/2012	31/12/2013	31/12/2014	31/12/2015
Accrued liability	41.217	43.585	48.385	58.164	65.717
Fair value of plan asset	0.000	0.000	0.000	0.000	0.000
Surplus / (Deficit)	(41.217)	(43.585)	(48.385)	(58.164)	(65.717)

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

Experience adjustments	Year ending 31/12/2012	Year ending 31/12/2013	Year ending 31/12/2014	Year ending 31/12/2015
Liabilities: (Gain) / Loss	(7.931)	5.340	(0.092)	4.199
Assets: Gain / (Loss)	0.000	0.000	0.000	0.000

14. LEAVE OBLIGATION

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

Movements in the present value of the net liability:

	2015 R'000	2014 R'000
At 1 January	13 084	12 021
Current service cost	538	491
Interest	908	843
Expected employer benefit vestings	(2 868)	(4 983)
Actuarial loss	3 444	4 712
At 31 December	15 106	13 084
Less amounts payable within one year, included in current liabilities	3 416	2 868
	11 690	10 216

Key financial assumptions

Assumption	Value p.a.
Discount rate	9.72%
General salary Inflation (long-term)	8.19%
Net effective discount rate	1.41%

Key demographic assumptions

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

UNIVERSITY OF VENDA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2015

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

Assumption	Change	Liability	% change
Central assumptions	-	15.144	-
General salary inflation	+1%	16.063	6%
	-1%	14.309	-6%
Discount rate	+1%	14.327	-5%
	-1%	16.058	6%
Average retirement age	-2 yrs	16.199	7%
	+2 yrs	14.189	-6%

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

	31/12/2012	31/12/2013	31/12/2014	31/12/2015
Accrued liability	31.056	12.021	13.084	15.144
Plan asset	0	0	0	0
Surplus/(Deficit)	(31.056)	(12.021)	(13.084)	(15.144)

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

	Year ending 31/12/2013	Year ending 31/12/2014	Year ending 31/12/2015
Liabilities: (Gain) / Loss	(1.231)	2.930	3.466
Assets: Gain / (Loss)	0	0	0

15. LONG SERVICE AWARD OBLIGATION

The university awards long service payments to qualifying staff as predetermined milestones are reached. The actuarially determined was valued at 31 December 2015 and accounted for in 2015 for the first time. This obligation is funded from university reserves.

	2015 R'000
Movements in the present value of the net liability:	
At 1 January	2 849
Current service cost	237
Interest	196
Expected employer benefit vestings	(590)
Actuarial loss	(151)
At 31 December	2 541
Less amounts payable within one year, included in current liabilities	(190)
Non-current portion	2 351

Key financial assumptions

Assumption	Value p.a.
Discount rate	8.97%
CPI inflation rate (long-term)	6.39%
Net effective discount rate	2.42%

Key demographic assumptions

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

UNIVERSITY OF VENDA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2015

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

Assumption	Change	Liability	% change
Central assumptions	-	2.561	-
Inflation rate	+1%	2.687	5%
	-1%	2.445	-5%
Discount rate	+1%	2.441	-5%
	-1%	2.694	5%
Average retirement age	-2 yrs	2.274	-11%
	+2 yrs	2.817	10%
Withdrawal rates	-50%	2.800	9%

16. DEFERRED REVENUE

Movements in the deferred income recognised in the consolidated statement of financial position are:

	Received from DHET R'000	Restricted use private grants R'000	TOTAL R'000
At 1 January	884 530	41 622	926 152
Deferred revenue recognised during the year	46 843	79 056	125 899
Transferred to revenue	(58 815)	(50 185)	(109 000)
At 31 December	872 558	70 493	943 051
Broken down as follows:			
Current portion	69 967	70 493	140 461
Non-current portion	802 591	-	802 591
	872 558	70 493	943 051

The deferred revenue recognised in the consolidated statement of financial position arises from the following:

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

17. TRADE AND OTHER PAYABLES

	2015 R'000	2014 R'000
<i>Financial liabilities</i>		
Sundry creditors	14 405	7 983
Retention	2 883	-
Bursaries creditors	56 750	48 916
Other creditors	15 896	13 144
<i>Non-financial liabilities</i>		
Grants	-	18 761
NRF-deposit	9 894	11 066
Accrued expenses	2 566	8 892
Receiver of revenue	-	11 336
Trade and other payables	102 394	120 098

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

18. PROVISIONS

	2015 R'000	2014 R'000
<i>Legal costs</i>		
Provision raised	1 464	-
<i>Land acquisition</i>		
Provision raised	1 300	-
Total	2 764	-

UNIVERSITY OF VENDA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2015

(a) Legal costs

The amounts represent a provision for certain legal claims brought against the university by employees. The provision charge is recognised in profit or loss within 'administrative expenses'. The balance at 31 December 2015 is expected to be utilised in the first half of 2015. In the Council's opinion, after taking appropriate legal advice, the outcome of these legal claims will not give rise to any significant loss beyond the amounts provided at 31 December 2015.

(b) Land acquisition

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

19. STATE SUBSIDIES AND GRANTS

	2015 R'000	2014 R'000
State subsidy: general	358 670	342 586
Subsidy: teaching development	11 248	7 620
Subsidy: foundation	4 974	4 272
Subsidy: infrastructure development	28 125	9 394
Subsidy: research development	11 992	7 393
Subsidy: clinical training	2 477	1 280
	417 486	372 545

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

20. TUITION AND OTHER FEE INCOME

	2015 R'000	2014 R'000
<i>Tuition fees</i>		
Tuition fees	328 755	276 647
Registration fees	28 971	27 456
Application fees	2 777	3 107
Graduation fees	118	120
Sundry student fees	2 696	2 431
SRC levies	11 573	10 896
<i>Student and staff accommodation</i>		
Hostel fees	28 545	26 642
Rent received staff housing	1 807	1 744
	405 242	349 043

Revenue from short courses is included in tuition fee income.

21. INCOME FROM CONTRACTS

	2015 R'000	2014 R'000
<i>Specifically funded activities – restricted</i>		
NRF research fund received	22 308	15 855
Research fund received	27 877	35 107
Research Council	1 030	954
	51 215	51 916

22. INCOME FROM OTHER ACTIVITIES

	2015 R'000	2014 R'000
<i>Other income</i>		
Income from projects	23 814	-
Income – motor vehicles	1 795	1 830
Other	40 474	18 611
	66 083	20 441

UNIVERSITY OF VENDA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2015

23. PERSONNEL COST

	2015 R'000	2014 R'000
<i>Academic professionals</i>		
Salaries	193 930	167 072
Univen contribution (academic)	55 580	48 312
Salaries – part timers	9 716	10 334
Univen contribution (part timer)	19	50
Research – salaries	4 433	3 422
Lecturer replacement	136	33
Research – honoraria	4 584	5 244
	268 398	234 467
<i>Other personnel</i>		
Salaries (administration)	139 395	115 396
Univen contribution (administration)	28 110	23 632
Salaries (service workers)	21 676	18 741
Absentees (service)	-	9
Univen contribution (service staff)	299	176
Rent - houses	1 744	1 975
Leave gratuity	3 313	2 269
Honoraria payments	4 548	660
Total	199 085	162 858
	467 483	397 325

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

Payments to senior management

Name	Position	2015				2014
		Salary R'000	Benefits R'000	Other allowances R'000	Total R'000	Total R'000
Mbati P	Vice Chancellor and Principal	2 909	154	158	3 221	3 080
Zaaiman JJ	DVC - Operations	2 010	62	90	2 162	2 316
Crafford JE	DVC - Academic	1 795	75	87	1 957	1 677
Nesamvuni E	Registrar	1 632	30	71	1 733	1 709
		8 346	321	406	9 073	8 782

Payment for attendance at meetings of council and its committees

To whom paid	Number of	Attendance at meetings R'000	Reimburse- ment R'000	Total R'000	Total R'000
Chairs of council & committees	8	369	231	600	390
Members of council	10	257	259	516	167
Members of committees	2	34	29	63	20
		660	519	1 179	577

Number of employees as at 31 December 2015

	2015 R'000	2014 R'000
Full time	873	810
Part time	98	119
	971	929

UNIVERSITY OF VENDA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2015

24. OTHER CURRENT OPERATING EXPENSES

	2015 R'000	2014 R'000
Administration expenses	44 857	51 969
Audit fees	4 671	2 645
Bursary costs	30 101	22 764
Communication	4 098	19 571
Conferences and workshops	19 081	14 251
Consulting expenses (include internal audit)	19 228	11 740
Maintenance expenses	74 333	44 104
Other expenses	4 316	3 346
Research and development	43 915	36 116
Safety costs	12 870	9 083
Student expenses	36 609	31 210
Stationary and consumables	81 606	52 827
Subsistence and travel expense	47 246	21 909
Legal costs	6 137	7 510
	429 068	329 045

25. INTEREST FROM INVESTMENTS

Investment income	26 714	24 519
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For the purpose of the consolidated statement of cash flow, investment income excludes accrued income. Investment income for the reporting period as shown in the consolidated statement of cash flow can be reconciled to the related items in the consolidated income statement as follows:

Recognised in statement of comprehensive income	26 714	24 519
Accrued interest	(6 495)	(8 424)
	20 219	16 094

26. FINANCE COSTS

Bank costs	1 128	8
Interest on finance leases	593	577
Interest on actuarial valuation of employee benefits	6 071	5 428
	7 792	6 013

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

Recognised in statement of comprehensive income	7 792	6 013
Interest on actuarial valuation of employee benefits	(6 071)	(5 428)
	1 721	585

27. SEGMENT REPORTING

27.1 Income

Student/tuition/education related income

State subsidies and grants	417 486	336 595
Tuition and other fee income	405 242	349 043

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

Income from contracts		
For research	51 215	51 916
Income from other activities	66 083	20 441
Sale of goods and services	2 423	1 898
Private gifts and grants	13 459	10 967

27.2 Expenditure

Academic professional	268 398	234 467
Other personnel	199 085	162 858
Other current operating expenditure	429 068	329 045
Depreciation	38 081	34 508

UNIVERSITY OF VENDA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2015

28. MATERIAL ITEMS INCLUDED IN NET SURPLUS

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

	2015 R'000	2014 R'000
Audit fees	4 671	2 645
Impairment of debtors movement	22 026	5 682
Bad debts written off	5 247	2 980
Repairs and maintenance	74 333	14 897
Research expenditure	43 915	14 897
Bursaries	30 101	9 477
Depreciation of property, plant and equipment	38 081	34 507
Buildings	17 095	12 832
Office furniture	1 477	3 925
Motor vehicles	1 772	2 471
Computer equipment	5 098	6 134
Library books	-	91
Other equipment	12 639	9 055
Executives remuneration	9 073	8 783
Councillors' remuneration	1 179	1 229
Payments for attending council meetings	660	652
Reimbursement of expenses	519	577
Operating lease charges	1 532	1 252
Office equipment	1 129	784
Hiring of building	403	468

29. CASH GENERATED FROM OPERATIONS

	2015 R'000	2014 R'000
Surplus for the year	34 439	61 967
Adjustments for:	70 356	16 745
Depreciation	38 081	34 508
Finance cost recognised in profit and loss	1 721	585
Investment income recognised in profit or loss	(20 219)	(16 094)
Expense recognised in respect of leave obligation	2 022	(3 649)
Impairment loss recognised on accounts receivables	(23 017)	2 980
Impairment loss on property, plant and equipment	3 605	-
Expense recognised in respect of long service award	2 541	-
Expense recognised in respect of post-retirement medical	7 363	6 558
Loss on disposal of property, plant and equipment	16 001	281
Non cash gain recognised	42 258	(8 424)
Working capital changes:	(84 893)	21 715
Increase in accounts receivable and prepayments	(58 835)	(20 261)
Increase in inventories	(1 383)	(20)
Increase in payables and provisions	(24 675)	41 996
Cash retained from operations	19 902	100 427

UNIVERSITY OF VENDA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2015

30. SUBSIDIARIES

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

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

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

Univen Income Generation Centre (UIGC) 2015 R'000

	2015 R'000	2014 R'000
Current assets	1 594	785
Non-current assets	14 646	22 412
Current liabilities	11 315	20 724
Non-current liabilities	583	-
Equity	4 342	2 473
Revenue	15 348	10 197
Expenses	13 836	8 914
Profit/(Loss) for the year	1 513	1 283
Net cash inflow/(outflow) from operations	4 460	43
Net cash inflow/(outflow) from investing activities	(1 115)	(2)
Net cash inflow/(outflow) from financing activities	-	-
Net cash inflow/ (outflow)	3 345	41
Univen Foundation		
Current assets	25 098	18 237
Non-current assets	-	-
Current liabilities	13 183	8 390
Non-current liabilities	-	-
Equity	11 916	9 847
Revenue	14 972	12 000
Expenses	12 903	7 948
Profit/(Loss) for the year	2 069	4 052
Net cash inflow/(outflow) from operations	2 069	4 052
Net cash inflow/(outflow) from investing activities	-	-
Net cash inflow/(outflow) from financing activities	4 763	2 022
Net cash inflow/(outflow)	6 682	6 074

UNIVERSITY OF VENDA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2015

31. CORRECTION OF ERRORS

(a) Recognition of DHET and other private grants

The university receives conditional and unconditional grants from the Department of Higher Education and Training and other private funders. Errors were discovered in the current year relating to the accounting for the grants. The errors have been corrected by restating each of the affected financial statement line items for prior periods.

The following tables summarise the impact on the university's consolidated financial statements:

Statement of comprehensive income

For the year ended 31 December 2014	Impact of correction of error		
	As previously reported	Adjustment	As restated
State subsidies and grants	354 570	17 975	372 545
Tuition and other fee income	349 043	-	349 043
Income from contracts	51 916	-	51 916
Sales of goods and services	1 898	-	1 898
Private gifts and grants	10 967	-	10 967
Income from other activities	20 441	-	20 441
TOTAL INCOME	788 835	17 975	806 810
TOTAL EXPENDITURE	763 348	-	763 348
OPERATING SURPLUS FOR THE YEAR	25 487	17 975	43 462
Income from investments	39 003	(14 484)	24 519
Finance costs	(6 014)	-	(6 014)
Surplus for the year	58 476	3 491	61 967
Other comprehensive income	311 601	-	311 601
Comprehensive income for the year	370 077	3 491	373 568

Consolidated statement of financial position

1 January 2014	Impact of correction of error		
	As previously reported	Adjustment	As restated
ASSETS			
Non-current assets	1 507 598	-	1 507 598
Current assets			
Investments	432 612	-	432 612
Trade and other receivables	127 301	4 658	131 959
Inventory	1 729	-	1 729
Cash and cash equivalents	238 057	-	238 057
	799 699	4 658	804 357
TOTAL ASSETS	2 307 297	4 658	2 311 955
EQUITY AND LIABILITIES			
Funds and reserves			
Assets revaluation reserve	660 193	(15 095)	645 098
Restricted funds	165 944	-	165 944
Unrestricted funds	548 403	(173 952)	374 451
	1 374 540	(189 047)	1 185 493
Non-current liabilities	711 927	188 907	900 834
Current liabilities			
Borrowings	7 718	-	7 718
Post-employment medical obligation	1 231	-	1 231
Leave obligation	2 868	-	2 868
Long service award obligation	-	-	-
Deferred revenue	79 180	14 534	93 714
Trade and other payables	129 833	(9 735)	120 098
Provisions	-	-	-
	220 830	4 799	225 629
TOTAL EQUITY AND LIABILITIES	2 307 297	4 659	2 311 955

UNIVERSITY OF VENDA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2015

32. RELATED PARTIES

These institutions re deemed related parties of the university:

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

Senior officials include executive management and council members

(a) Senior management remuneration

	2015 R'000	2014 R'000
Salaries	8 346	8 168
Allowances	406	331
Other short term benefits	321	284
	9 073	8 783

(b) Transactions with related parties

	2015 R'000	2014 R'000
NSFAS	289 777	285 739
DHET – grants received	395 170	446 980
	684 947	732 719

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

	2015 R'000	2014 R'000
ETDP-SETA	3 000	-
MER - SETA	500	-
Services Seta	8 520	-
ETDP-SETA	1 450	-
NSFAS	289	285
	13 759	285

(c) Receivables from related parties

	2015 R'000	2014 R'000
DHET – Grants receivables	11 787	10 465

33. COMMITMENTS

(a) Capital commitments

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

	2015 R'000	2014 R'000
Property, plant and equipment	489 679	110 000

(b) Inventories and other services

	2015 R'000	2014 R'000
Orders issued for inventories and other services	10 217	12 300
Software and licenses	10 364	-
	20 581	12 300

UNIVERSITY OF VENDA

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2015

34. CONTINGENT LIABILITIES

(i) Claims

A claim was lodged against the university by a student claiming for damages due to allegedly being falsely accused of having notes during examinations. The university has disclaimed liability and is defending the action. It is not practical to estimate the potential effect of this claim but legal advice indicates that it is not probable that a significant liability will arise.

A claim was lodged against Univen Radio and two others in respect of alleged defamatory statements made on air. The university has disclaimed liability and is defending the action. It is not practical to estimate the potential effect of this claim but legal advice indicates that it is not probable that a significant liability will arise.

The employee referred two unfair dismissal disputes to the CCMA based on the non-renewal of the fixed term contract and dismissal for misconduct. The university raised a jurisdictional point in *limine* on the grounds that the dismissal was as a result of misconduct and the employees can therefore not refer two dismissal disputes to the commission.

The Commissioner ruled against the university which has subsequently received two notices of set down from the CCMA. The review application to set aside the Commissioner's ruling has been filed. The arbitration proceedings in the CCMA have been stayed pending the finalisation of the review application in the Labour Court. The matter proceeded on 5 May 2016 and is now awaiting judgment. It is not practical to estimate the potential effect of this claim but legal advice indicates that it is not probable that a significant liability will arise.

35. EVENTS AFTER BALANCE SHEET DATE

(a) Refinancing of DBSA facility

In February 2016, the borrowing facility between the university and DBSA lapsed due to the university's failure to meet the conditions precedent in the agreement.

In May 2016, the university successfully renegotiated the reinstatement of the existing loan facility to finance the construction of the new student residences. The total available amount under the facility remained the same at R300 million which is expected to be drawn down over the next 24 months.

36. NON-CASH TRANSACTIONS

The university acquired R701 000 of office and other equipment under finance leases in 2015 (2014: R4 167)

37. CAPITAL MANAGEMENT

The university's objectives when managing capital (which includes all items of capital and funds as presented on the consolidated statement of financial position) are to safeguard the ability of the university to continue as a going concern and to maintain an optimal capital structure to reduce the cost of capital.

In this regard, the university has ensured a sound financial position by limiting exposure to debt and increasing investments and cash balances. This position is managed through a comprehensive budgeting and review process each year.

38. GOING CONCERN

The university's forecast and projections, taking account of reasonably possible changes in operating circumstances, show that the university should be able to operate within its current financing.

Council has a reasonable expectation that the university has adequate resources to continue in operational existence for the near future. The university therefore continues to adopt the going concern basis in preparing its consolidated financial statements.

39. FINANCIAL RISK MANAGEMENT

The following table represents the financial instruments of the university per category:

31 December 2015	Loans and receivables	Held-to-maturity	At fair value through profit and loss	Total
	R'000	R'000	R'000	
Assets as per consolidated statement of financial position				
Investments	-	480 444	1 425	481 869
Cash and cash equivalents	98 851	-	-	98 851
Trade and other receivables	205 922	-	-	205 922
Total financial assets	304 773	480 444	1 425	786 642
Liabilities as per consolidated statement of financial position				Total R'000
Borrowings				5 083
Trade and other payables				102 394
Total financial liabilities				107 478

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A Risk Management Committee comprising members of the Senior Management Committee, identifies, evaluates and co-ordinates the management of strategic risks faced by the university.

Risk management processes are reviewed regularly for continuing relevance and effectiveness. The Risk Management Committee reports to the Audit Committee. A report on the risk management process that is being followed as well as a summary of the risk register, is presented to the Audit Committee and to the Council of the university on a regular basis.

The university varies its investment philosophy by the term of the liabilities and the risk profile. To this end, two portfolios have been established:

- **Stable portfolio** – medium term investing (2 to 5 years) where the investment objective and risk constraint is set relative to inflation and a low risk of capital loss over the medium term;
- **Money market portfolio** – Short term investing (2 years and less) where the investment objective and risk constraint is set relative to short term interest rates and a high degree of capital security.

The university's investment channels have strong investment characteristics and no portfolios that have speculative characteristics are utilised.

Financial management risk factors

Market risk

a) Foreign exchange risk

The university has limited foreign exchange exposure in respect of its normal operating activities and therefore no formal policy is in place to manage this risk.

b) Price risk

The university is not exposed to commodity price risk in respect of its normal operating activities and therefore no formal policy is in place to manage this risk.

c) Cash flow and fair value interest rate risk

The university's interest rate risk arises from long-term borrowings. Borrowings issued at variable rates exposes the university to cash flow interest rate risk, which is partially offset by cash held at variable rates.

Borrowings issued at fixed rates expose the university to fair value interest rate risk. Interest rates attributes of new loans are to be reviewed and approved in accordance with policies approved by Council to ensure interest rate exposure will not exceed acceptable levels to the Council. In practice, the university also has a best practice to pay creditors within agreed settlement periods to avoid further interest exposures.

Interest rate sensitivity

Due to the slow economic recovery since the global financial crisis, interest rates are expected to remain stable during 2016.

Credit risk

Credit risk arises from cash and cash equivalents, deposits with banks and financial institutions as well as credit exposures due to outstanding receivables from students and other debtors. Credit risk may also arise from debt securities. The university has no significant concentrations of credit risk.

For banks and financial institutions, only independently rated parties are accepted and the university has policies in place to ensure that credit exposure to any one institution is limited. It also has policies in place to ensure that rendering of education service are made to students with an appropriate credit history.

The university's maximum exposure to credit risk is represented by the carrying amount of these financial assets on the consolidated statement of financial position

Receivables comprise of outstanding student fees, student loans and a number of customers dispersed across different industries and geographical areas. The university is exposed to credit risk arising from student receivables related to outstanding fees and loans. This risk is mitigated by requiring students to pay an initial instalment in respect of tuition and accommodation fees at registration, the regular monitoring of outstanding fees and the institution of debt collection action in cases of long outstanding amounts.

In addition, students with outstanding balances from previous years of study are only permitted to renew their registration after either the settling of the outstanding amount or the conclusion of a formal payment arrangement.

Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, the availability of funding through an adequate amount of committed credit facilities and the ability to close out market positions. Due to the dynamic nature of the underlying businesses, the university aims to maintain flexibility in funding by keeping committed credit lines available.

The university has minimised risk of liquidity as shown by its sufficient cash, cash equivalents and investment portfolio. The university manages a cash budget that is continually updated and reported to the executive management. An Investment Committee also oversees the investment portfolio managed by independent fund managers. A multi-manager approach is also followed in appointing investment managers to limit investment risk further.

This table analyses the university's financial liabilities into relevant maturity groupings based on the remaining period at the balance sheet date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within a year equal their carrying amount as the impact of discounting is not significant.

At 31 December 2015	Less than 1 year	Between 2-3 years
Trade and other payables	102 394	-
Finance lease liability	3 876	1 207
Total	106 270	1 207

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FOR THE YEAR ENDED 31 DECEMBER 2015

40. FAIR VALUE ESTIMATIONS

Financial instruments that are measured in the consolidated statement of financial position at fair value are categorised by disclosure of fair value measurements by level of the following fair value measurement hierarchy:

Level 1 - Quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2 - Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from price).

Level 3 - Inputs for the assets or liabilities that are not based on observable market data (that is, unobservable inputs).

The fair value of financial instruments traded in active markets is based on quoted market prices at the reporting date. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, broker, industry, pricing services or regulatory agency and those prices represent actual and regularly occurring market transactions on an arm's length basis.

The quoted market price used for financial assets held by the university is the current bid price. These instruments are included in level 1. Instruments included in level 1 comprise primarily FTSE/JSE 100 equity investments classified as available-for-sale.

The fair value of financial instruments that are not traded in an active market (for example, over-the-counter derivatives) is determined by using valuation techniques. These valuation techniques maximise the use of observable market data where it is available and rely as little as possible on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

If one or more of the significant inputs is not based on observable market data, the instrument is included in level 3.

Specific valuation techniques used to value financial instruments include:

- Quoted market prices or dealer quotes for similar instruments.
- The fair value of forward foreign exchange contracts is determined using forward exchange rates at year-end, with the resulting value discounted back to present value. Other techniques, such as discounted cash flow analysis, are used to determine fair value for the remaining financial instrument.





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