

# University of Venda

## Annual Report

January - December 2006



University of Venda



## Vision

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

## Mission

*As a comprehensive institution, the  
University of Venda offers a range  
of undergraduate and postgraduate  
qualifications in fields of study that are  
responsive to the development needs  
of the Southern African region, using  
appropriate learning methodologies  
and research.*



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# Implementing the Council's turn-around strategy

## Report of the Vice-Chancellor



*Dr Jim Leatt, Acting Vice-Chancellor and Principal*

The year 2006 was an exciting one for Univen. In July 2005 the Council, mandated a new management team to develop a plan to deal with the University's infrastructural and management problems.

A careful assessment of the massive infrastructural problems on campus was made. What has come to be known as the recovery plan was developed, with an estimated budget of R130 million. A management plan was developed to address systemic issues, including the introduction of a budgeting process, a student enrolment plan, and an internal audit function. An academic viability audit

was conducted to enable the University to understand its core business of teaching and learning. The Chair of Council led a delegation to the Minister of Education, Mrs Naledi Pandor, to enlist her support for the Council's turn-around strategy.

The University's vision and mission statements were completely revised to give academic direction to the turn-around.

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

**Mission:** *As a comprehensive institution, the University of Venda offers a range of undergraduate and postgraduate qualifications in fields of study that are responsive to the development needs of the Southern African region, using appropriate learning methodologies and research.*

In June 2006 we received the good news that the Minister of Education had granted R159,665 million for Univen's recovery plan, R26,7 million of which was earmarked for reduction of our capital loans. Later, the Department agreed to finance project management capabilities for the recovery.

Elsewhere in this annual report you will find details of how the University has gone about the physical refurbishment of the campus. It's a story of careful project planning and wonderful co-operation from students and staff alike. Much of the work has been done by local contractors.

Already the campus looks different, and we are not done yet. Perhaps the most dramatic change to life on this campus is

the enhanced computing power available to staff, and the first-ever access to computers for the Univen students.

The University continued its preparations for the Higher Education Quality Committee institutional audit to be held in 2009.

The University Council mandated the Acting Vice-Chancellor to assist in recruiting a new Vice-Chancellor. After careful consultation the University has in place an agreed description of the kind of Vice-Chancellor it wants, and a procedure for appointment. The University's Search Committee is now in search mode, and hopes to make an appointment in 2007.

Meetings were held with the Minister and her officials regarding the future size and shape of the University. By the end of 2006 agreement had been reached that Univen should have a headcount enrolment of 10 500 students each year until 2010. Given that the University campus was built for 5 500 students, the University has been preparing a submission to Government to finance the right-sizing of the campus to accommodate this number.

During the year under review the University and the Tshivhase Royal Council cemented their relationship and entered into discussions about future co-operation, including facilitating registration in the name of the University of the land on which the University is situated, as well as the provision of much needed additional student housing on campus.

The University of Venda Foundation decided in 2006 to embark on an ambitious capital campaign to raise R750 million to enable the University to finance its human capital, buildings and equipment, and student housing requirements over the next five years. With a view to enlisting the help of alumni in raising funds, a new chapter of the Univen Convocation was opened in Gauteng, with more to follow in other regions of South Africa. The University's new Council members were drawn from internal and external structures.





# University of Venda – on the road to recovery

The University of Venda has embarked on an extremely ambitious project to refurbish the physical infrastructure of the campus. This project commenced in September 2006 and is scheduled for completion in early 2008. The objective is to fully refurbish the buildings and infrastructure of the University to the levels required for a public higher institution in South Africa.

The background to this recovery project is that the University's management team convinced the Department of Education of the value that Univen can contribute to the national drive for graduates. The Minister of Education then agreed to provide funding for the work required to refurbish the physical infrastructure of Univen.

The funding was based on a condition audit of Univen's buildings and services, conducted by expert consultants in January 2006. From this audit a capital asset management plan was prepared, which describes the backlog in maintenance requirements in great detail.

Project management resources were appointed in September 2006. These project managers are working in close co-operation with the technical services department to ensure that the refurbished facilities meet the requirements of the University. University quantity surveyors, civil engineering consultants, electrical engineering consultants and architects support this project team.

The project team reports regularly to the project steering committee, which is chaired by the Vice-Chancellor. The team also presented progress reports to the University's Council, Senate and Tender Committee.

As Univen is a fully functional university, certain work can only be done during the year-end and mid-year breaks.



The project team set themselves a very ambitious programme with the focus on the lecture theatres, residences and certain academic buildings. In compliance with the requirements of the University, advertisements were placed in the local and national media asking for expressions of interest from contractors who could provide services for the recovery project. These were evaluated and successful contractors were included on the University's supplier database.

For each project a scope of work was developed and contractors were invited to submit quotations. These were evaluated, recommendations were developed and appointments were made with the approval of the project steering and tender committees.

To date various lecture theatres as well as four student residences have been refurbished and six new modular residences erected. Academic buildings like the science, humanities, health sciences, education and law buildings were refurbished, while extensive work was also done at the library and the auditorium, with new ablutions added at the lecture theatre complex.

With regard to information technology, fibre cabling was extended and upgraded, six student computer labs equipped and operationalised and all staff personal computers replaced.

Infrastructure upgrading included electrical sub-station refurbishment, the sealing of roofs and parapet walls, the sinking of a 5th borehole as well as security fencing improvement.

Work on the University's infrastructure is ongoing and the remaining buildings will be refurbished during the year-end break. Local contractors were used wherever possible and thus far contracts have been awarded to 52 companies of which 41 are from the Limpopo region. To date the value of these contracts has exceeded R60 million.

The University of Venda's recovery project has thus played an important part in skills development in the region and is making a significant impact on the local economy.



# Univen – a corporate responsible citizen

The Minister of Education has directed that higher education institutions should produce annual reports. According to the format, annual reports should present a review and assessment of the activities of the institution during the preceding year. They should also include the audited financial statements and present some strategic statistics and highlights of institutional life in areas such as research and academic excellence.

The University of Venda is delighted about this development. It marks yet another aspect of developing the accountability of our national institution. It ensures that all the significant publics that the University is engaged with - staff and students, donors and the community in the areas which we serve, including parents and guardians of our students as well as schools and prospective students – all have sufficient and reliable information on which they can base informed decisions about the University.

The requirement to submit the report enhances accountability and transparency. This principle is critical for good governance and for engendering trustworthy and responsible relations among all the sectors of the institution. The University of Venda is delighted to be part of this exercise.

Finally, the report is a valuable public relations and marketing tool. It enables prospective students and donors to have information on the institution and to evaluate it for the



purpose of making important decisions related to their studies. We believe that we stand to benefit from this.

This work does not come without the hard work of staff in the institution. Council is delighted that after many years the audited accounts of Univen have no qualifications. Our graduate output is rising and our research output is continuously improving.

The University is also beginning to increase its research profile by registering more postgraduate research students. The number of students from the Southern African Development Community region is rising steadily. Our international linkages are complementing our strategic direction. This is certainly a good place to be.





# Members of Council

Justice Y Mokgoro  
Prof SM Nkomo  
Prof J Leatt  
Prof MM Ramogale  
Mr KC Nemadzivhanani  
Dr TE Mdlalose  
Mrs A Lawless  
Mr JS Vilakazi  
Mr KE Mahoai  
Dr DG Thabede  
Ms A Lansink  
Dr T Tshivhase-Phendla  
Mr SM Ravhuanzwo  
Mr E Ratshikhopha  
Mr LR Kone  
Mr JG Nodoba  
Mr R Ludere  
Mr JM Mkhathswa  
Mr TD Tsedu  
Mr NC Muloiwa  
Mr TN Makumbane  
Prof PM Makhurane  
Mr KR Madzhie  
  
Dr TG Tshifularo  
Dr O Shisana  
Ms E Mabusela

Chairperson of University Council  
Deputy Chairperson  
Vice-Chancellor and Principal  
Deputy Vice-Chancellor  
Secretary to Council  
Ministerial representative  
Ministerial representative  
Ministerial representative  
Premier's representative  
Senate representative  
Senate representative  
Convocation representative  
Convocation representative  
Donor representative  
Donor representative  
Academic staff representative  
Student representative  
Student representative  
Service staff representative  
Administrative staff representative  
Municipal representative  
Association of African Universities representative  
Further Education and Training College Principal's  
Organisation representative  
Local traditional authorities representative  
Human Sciences Research Council representative  
Human Rights Commission representative



# Council statement on corporate governance

The Council of the University of Venda consists of people elected in accordance to the University of Venda Statute of 2005. The ratio of non-staff and non-student members to that of staff and student members is 60% to 40%, ensuring objectivity as well as stakeholder participation in the University's governance.

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

The University set mechanisms for the establishment of the Institutional Forum and the representatives were elected from internal and external structures. These constituencies are represented by three of their members each in the Institutional Forum. They are:

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



*Justice Yvonne Mokgoro, Chairperson of the University Council*

## The Senate

The Senate advises the Council on all academic activities to enable the control and management of all University activities.

### Report of the Senate on teaching and research

The Senate is responsible for the academic enterprise of the University, including research development and management, and examinations. The Senate undertakes this work through its committees, such as the Boards of Schools, the Academic Planning Committee, the Research and Publications Committee, Quality Assurance Board and the Executive Committee of Senate.

On 31 December 2006 Senate consisted of 103 members, of whom 38 were professors. The Senate draws its members from Council, the Vice-Chancellor and Deputy Vice-Chancellors, Executive and Deputy Deans, Executive Directors and Directors of academic centres, heads of academic departments, professors, senior lecturers, lecturers, resource persons, observers and student representatives, in accordance with a proportion determined by the Statute.

### Curriculum matters

The University has adopted a problem orientated, project organised mode. Students, assisted by their instructors, identify problems in society and develop solutions. The curriculum accentuates the integration of theory and practice. The philosophy is to empower the students with the requisite skills to face present-day as well as future challenges.

In 2006 the emphasis was on buttressing and consolidating the current academic programmes and on ensuring careful planning with regard to the envisaged new academic programmes. Once more, focus was on the programmes in the science and applied sciences in pursuit of the strategic direction of the institution.

The role of the Centres for Youth Studies, Gender Studies, Entrepreneurial Studies and African Studies as vehicles for interdisciplinary studies was enhanced.

In the review year focus was again placed on the recruitment of postgraduate students. Senate strengthened the work study programme that enables postgraduate students to do





work related to their areas of study, thereby affording them an opportunity to integrate theory with practice. They in turn had part or all of their fees covered by the programme, depending on the extent of their involvement and commitment.

### **Qualification and programme mix for 2002-2006**

In 2006 the University continued to review the response of the Ministry to the programme and qualification mix submission and identified problem areas and pointed these out to the Department of Education.

The Senate submitted the qualifications and programmes to the Department of Education for its approval and for registration and accreditation. The amended tables of programmes were resubmitted to the Department for data update.

### **Enrolment and qualifications**

A total of 11 322 students enrolled for the 2006 academic year. Of these 5 623 were male and 5 671 were female.

The population composition was 11 294 black, 25 white and 3 Indian.

The year 2006 showed a strong upward trend of graduates which indicates that the University is capable of successfully educating from diverse backgrounds, particularly those from disadvantaged communities.

A total of 1 682 students graduated in 2006.



*Mr Cyril Ramaphosa, University Chancellor*



# Overview of faculties and schools

Tuition at the University is provided via three faculties – Natural and Applied Sciences, Health, Agriculture and Rural Development and Humanities, Management Sciences and Law – comprising of eight schools, each with various departments.

## Faculty of Natural and Applied Sciences

The Faculty operates three schools – Environmental Sciences, Mathematics and Natural Sciences and Postgraduate and Integrated Studies.

### School of Environmental Sciences

The School provides solutions to address the widespread environmental problems within the region. These include declining productivity of agricultural lands, soil erosion, declining biodiversity, encroachment into marginal and sensitive environments and the impact of mining activities.

It is also geared towards assistance to alleviate poverty and other socio-economic woes within the region through the

dissemination of knowledge and skills on sustainable resource allocation, development and management.

Currently, the School offers a range of pre and post-degree qualifications in these departments:

- Department of Ecology and Resource Management
- Department of Geography and Geo-Information Sciences
- Department of Hydrology and Water Resources
- Department of Mining and Environmental Geology
- Department of Urban and Regional Planning

The School manages an environmental advisory and assessment unit for income generation and community services. It also manages a Geo-information Resource Centre for analysis and map production and offers a certificate course in this field of operations.

In the review year the School had a total of 1 624 students, comprising of 1 528 undergraduate, 36 diploma, 28 honours, 27 masters and 5 PhD students. It offered block teaching in the diploma programmes for Mining Impacts and Post-Mining Rehabilitation to 24 students and for Natural Resource Management to 12 students. A certificate course in Geo-information Science was also offered to students.

At the May and September graduation ceremonies, 191 candidates graduated from the School with 7 diplomas, 161 bachelors, 12 honours and 11 masters degrees awarded.

The School received donations of R695 000 from the University of the Witwatersrand, Xtrata Funding, the Framework for Education and Training and the Danish Hydrological Institute.

No less than 32 research projects in the School incorporated community projects in the Makhado and Thulamela Municipalities. These included assessments of the utilisation of semi-arid vegetation and the potential and actual contribution of ecotourism to poverty alleviation in the Mutale District, community management of wetlands ecology and socio-economic costs of wetland degradation in the Vhembe District and an investigation into the ecological effects of different alien plant species and control strategies on the ecology of wetlands in the Umkhanyakude District in KwaZulu-Natal.

Other projects included an assessment of the sources and levels of toxic trace elements in the Nzhelele-Makhado area, the remediation of polluted mining waste residue in the Witwatersrand Basin and an investigation into biodiversity conservation problems in the Nzhelele Nature Reserve.





During the year under review, staff of the School attended various workshops like the 4th National Consultative Workshop on African Cooperation in Science and Technology, the 1st International Deans' Conference in Berlin organised by the Centre for Higher Education of Germany and the South Africa National Conference on 3rd Stream Income.

Publications and papers by members of the School included studies on the eastern African social science review, the atmospheric anomalies over southern Africa during the droughts of 1981 and 1991 in northeast South Africa and a study on the characterisation of gold tailings dams of the Witwatersrand Basin, with reference to their acid mine drainage potential.

### School of Mathematics and Natural Sciences

Despite being the smallest, the Department of Biochemistry enrolled 619 students during the review year. Two masters degree students completed their dissertations.

During 2006 the Centre for Biotechnology established a fully equipped plant biotechnology laboratory for advanced cell-culturing research. These facilities are also used for training and research by honours students. This was possible through a grant of about R1, 5 million from the Lottery Fund.

The Department of Biological Sciences contributes to the social upliftment of the local community and biological conservation of the area through its expertise in appropriate fields of biotechnology, conservation biology, ethnobiology and limnology, by training biological sciences graduates and technologists.

During the year under review 856 students were enrolled with the Department. It conducted research mainly on the conservation of biodiversity and on the state of rivers in the province, while secondary schools were assisted with experiments and classes on difficult aspects of biology. The learners visit either the Vuwani Science Centre or Univen's main campus, while some staff members teach at certain secondary schools during weekends.

Research projects include arachnid conservation, the biological control of the intruder plant *Lantana camara* and the systematic collection and curating of plant specimens for the University herbarium from the north eastern section of the province.

Staff members attended workshops on, among others, the listing of South African species, policy development and implementation in the water sector, the management of community resources in the 21st century and the Limpopo Wetland Forum.

The Department of Chemistry provides solutions to the chemical training needs of the community by promoting scholarship at all levels, teaching formal courses and rendering community, consultancy and research services fundamental to the solution of environmental, human or chemical problems.



More than 1 900 students were enrolled in the Department during the year under review, whilst two masters degree students met the requirements for their degrees.

Research activities included collaboration in water quality programmes and natural products.

Staff members attended local and overseas conferences like the 18th International Conference on Chemical Education in Korea and the International Conference of Theoretical Chemists of Latin Expression in Tunisia. They also consulted in various branches of the chemical industry, offering technical, modelling and analytical services.

Some of the more prominent community outreach programmes in which the Department participated were the Expo for Young Scientists, the National Rivers Health Programme, the Science Students' Outreach and teachers upgrade courses.

The Department's Professor Van Ree was appointed to the International Advisory Board of the 8th International Symposium on Biotechnology, Metal Complexes and Catalysis, in Haikou, China, in November 2006, as well as to the board of the 9th Symposium, to be held in Hohhot in 2007.

The Department of Computer Science and Information Systems' aim is to be a centre of excellence in education and research to serve the community and to maintain an environment that creates opportunities for lifelong learning and leadership. It enrolled about 200 students during the year under review.

At the Department of Mathematics enrolment figures were very similar to the previous reporting year. The number of postgraduate students has increased, and five honours students, two masters students and one doctorate student were enrolled.

Research is ongoing in the areas of specialisation like combinatorics, numerical analysis, computational fluid dynamics, graph theory, financial mathematics and mathematics education.

Submitted articles included one to the workshop on mathematical solutions to industrial problems and to the SAMSA Conference in Gaborone, Botswana.

The Department participated in the teachers upgrading course sponsored by Kumba Resources.



With regard to the basic computer literacy outreach project, at least 340 students were trained, in line with the donor's requirements that at least 200 students should receive training every year. People from Elim, Malamulele, Thohoyandou, Sibasa, Louis Trichardt, Mutale and Giyani were trained.

Training contracts from the provincial Department of Economic Development and Tourism and the Department of Health were received. These contracts will continue in 2007.

During the year under review the Department of Microbiology enrolled six honours, two masters and three doctoral students. Faculty members were engaged in several research projects that served to recruit postgraduate students.

Research activities comprised topics such as infectious diarrhoea, health-related water microbiology and sanitation, social aspects of HIV/AIDS, HIV drug resistance, HIV genetic diversity and vaccine design and anti-HIV replicative properties of plant-derived products.

Funding was obtained from the Medical Research Council of South Africa, the International Society of Infectious Diseases in the USA, the National Research Foundation and the South African AIDS Vaccine Initiative. Extra funds were provided by the University's Research and Development Department. Research output for 2006 led to 9 publications in peer-reviewed journals, one book chapter, 16 conference presentations and 3 technical research reports.

Due to the nature of ongoing research endeavours the Department was closely involved with local communities in the Limpopo Province. Outreach community activities which are relevant to disease prevention and poverty alleviation included awareness instructions on the contamination of drinking water at point of use, childhood diarrhoea and intestinal parasites, sexually transmitted diseases and issues on HIV treatment and drug resistance development.

As a service to the scientific community, members of the Department served as reviewers to peer-reviewed journals such as FEBS Letters, AIDS Care, the African Journal of Biotechnology, Water SA and Biochemica Biophysica.

Staff members also served as research grant reviewers to the National Research Foundation, the Infectious Diseases Control Programme, the Government of Hong Kong and as external examiners to other universities on various subjects related to courses and postgraduate student research projects.

At the Department of Physics the largest number of students ever enrolled during the review year, with an overall pass rate of more than 62%. Research areas included solar energy, molecular physics, nuclear and particle physics, solid state physics and physics education.

The Department was actively involved in community services and continuously participates in projects like a teacher upgrade programme for the new syllabus in physical science, sponsored by Kumba Resources.

Overall student enrolment at the Department of Statistics increased by more than 16% to 1 071, compared to 2005.

The pass rate for undergraduate statistics majors was 42,4% for first years, 69,5% for second years and 79,3% for third years. The poor performance for first years was mainly due to poor results from the first semester modules.

Staff members represented the University at, among others, the Biometry Teaching Resource Workshop at the University of Cape Town, the New Horizons Symposium in Poland and the 52nd Statistics Conference 2006 at the University of Stellenbosch. With regard to community service, Prof Amey continues to serve on the Limpopo Provincial Statistics Committee.

## School of Postgraduate and Integrated Studies

The School coordinates and supports all postgraduate programmes. It also implements interdisciplinary teaching, research and community outreach through the Es'kia Mphahlele Institute of African Studies, the Institutes for Gender Studies, Youth Studies, Entrepreneurship, Innovation and Poverty Eradication and the Centre for Indigenous Knowledge Systems. A total of 254 students were registered for various postgraduate study disciplines during the year under review.







A postgraduate resource centre was also launched. A two-year inhouse training programme to improve the quality of teaching, learning and research by postgraduate students and their lecturers was developed. The proposal was submitted to UNESCO for funding.

The Institute of Gender Studies offers programmes at postgraduate level with 33 students that enrolled during the year under review.

Two staff members attended a gender policy consultative meeting held by the Mpumalanga Provincial Department of Health and Social Services. Five students from the Gender and Youth Studies Institutes attended a youth conference in Cape Town, presented by the Department of Education and UNICEF.

The Institute for Youth Studies provides relevant, flexible and situational training and undertakes research to enhance the capacities of the youth. It offers an undergraduate programme leading towards a BA degree in youth development. Subsequently, postgraduate training programmes in youth development at certificate, diploma and masters level will be put in place. A total of 168 students were enrolled at the Institute during the year under review.

Five 4th year students assessed the impact of HIV and AIDS programmes that the Centre for Positive Care implemented around the South African borders with Botswana and Zimbabwe. This impact study, commissioned by Corridors of Hope, involved semi-structured and formal questionnaires, and interviewing sex workers, truck drivers and members of communities in these areas. Participation in this study was significant due to the fact that the students gained valuable skills like interviewing, team work, time management, facilitation and supervision. The Institute will continue to identify similar opportunities for students.

## Faculty of Health, Agriculture and Rural Development

The Faculty operates two Schools - Agriculture, Rural Development and Forestry and Health Sciences.

### School of Agriculture, Rural Development and Forestry

The School provides professional training and appropriate knowledge and skills to under and postgraduate students to meet the needs of government, the private sector and the farming community.

The School's nine academic departments are Animal Science, Agricultural and Rural Engineering, Agricultural Economics and Extension, Family Ecology and Consumer Sciences, Food







While 5 staff members enrolled for a Master of Health Professions Education at the Maastricht University, Ms Mushapi received a Women in Science Award of R100 000 from the Department of Science and Technology for her doctoral studies.

Staff members published in no less than 13 journals and book chapters.

Science and Technology, Forestry, Horticultural Sciences, Plant Production and Soil Science. It also operates a Centre for Rural Development.

In the year under review the number of students totalled 488, including 39 postgraduates, 21% more than in the previous year. Some 60 research projects were undertaken in the year under review. These ranged from evaluating agricultural by-products and their nutritional values, to developing and managing farming and agroforestry systems for improved livelihood and food security in rural communities, to inorganic and organic fertilizer use by smallholder farmers in the Vhembe District.

In respect of community outreach programmes, the School was involved in projects like a community flower-growing project for poverty alleviation, the training of local agricultural technicians on soil fertility management strategies and assistance to emerging farmers with alternative feeding techniques and ration formulation.

During the financial year the School continued to establish and foster linkages and collaboration with international, national and regional institutions, industry, government departments, nongovernmental organisations, local communities and private sector organisations to ensure that the curriculum reflects appropriate needs, issues and concerns.

Staff from the School's various departments represented Univen at conferences like the ASABE Annual International Meeting in Portland, Oregon in the USA and the 4th International Cereal and Potato Conference in Potsdam in Berlin, Germany.

### **School of Health Sciences**

A total of 395 students were enrolled at the School during the year under review. A total of 58 students were enrolled for masters degrees and 9 for doctoral degrees.

The School started to implement the Nuffic project, after top management attended workshops on managing the project in Maastricht in the Netherlands and at the Catholic University of Mozambique. Departments started with self-assessment on the current teaching methodology, attended workshops and started to review the current programmes and developed master plans.

## **Faculty of Humanities, Management Sciences and Law**

The Faculty operates three schools - Human and Social Sciences, Management Sciences and Law.

### **School of Human and Social Sciences**

The School provides appropriate knowledge and skills to under and postgraduate students. In the year under review it provided tuition within the departments of Communication and Applied Language Studies, Development Studies, English, the Institute of Mathematics and Science Education, the MER Mathivha Centre, Music, Social Work and Teacher Education.

Staff members represented Univen at conferences like the CSIR evaluation workshop on the youth at risk project, the conference of the Association of Southern African Professional Archaeologists, the international Rock Art workshop, the South African Folklore Society conference and the International Association for Translation and Intercultural Studies conference.

The Department of Social Work hosted a national conference themed challenges in the welfare sector, while the Department of Music conducted workshops for students, staff and musicians at the Mmabana Cultural Centre.

With regard to community outreach projects, Dr Rafapa was appointed to the National Heritage Council of South Africa and Ms Dube is involved in the Univen/Makhado Municipality/Kellogg Foundation social research programme, which seeks to empower people at grassroots level to participate in the development of their communities.

### **School of Management Sciences**

The School was held in high esteem when fifteen deserving students were honoured by being selected to the Dean's list - a list of students with outstanding academic performance - during the review year. To be selected to this list a student must pass all modules registered for during the semester examination, with an average of at least 70%, and no disciplinary action may have been taken against such a student.

The Department of Business Information Systems is establishing an accredited Pastel Training and Testing Centre.



The Department of Human Resources Management and Labour Relations hosted a workshop on occupational health and safety for the Office of the Premier in Limpopo.

A delegation from the School attended the Tri-Nations Summit on Small Business in Durban. The conference covered aspects of regulation, finance and technology support for small business in South Africa, Brazil and India. Participation allowed the School to incorporate international dimensions in its curriculum reviews.

Potential areas of research include research into information accessibility by the small business sector, the factors that influence the survival rates of small businesses, the impact of the regulatory environment on small enterprise development and public- private sector cooperation in small business finance.

Members of the School represented Univen at various Pastel accounting workshops, the International Financial Reporting Standards conference at the University of Johannesburg, the Youth Entrepreneurship conference in Port Elizabeth and the 11th meeting of the African Econometrics association in Dakar, Senegal.

Final year accounting students organised a seminar with speakers like the outgoing chairperson of the Association of Black Accountants of South Africa and a representative of the South African Institute of Chartered Accountants.

## School of Law

The year under review was historic for the School of Law - 2006 was the first full year after the restoration of the autonomy of the School that had hitherto been merged with the School of Management Sciences. Activities commenced under new leadership and staff members committed themselves to a turnaround strategy with regard to its core academic business.

Student enrolment continued to increase and 1 366 students were registered during the review year.

Five undergraduate and postgraduate qualifications were offered - Baccalaureus Artium (Juris Criminalis), Baccalaureus Artium (Legum), Baccalaureus Legum Undergraduate, Baccalaureus Artium Honoribus (Juris Criminalis) and Magister Legum.

The School comprises of six academic departments - Public and International Law, Criminal Justice, Criminal, Adjectival and Clinical Legal Studies, Jurisprudence, History of Law and Comparative Law, Mercantile Law and Private Law.

Besides these academic departments, the School also houses two community outfits that complement its academic departments - the Ismail Mahomed Centre for Human and People's Rights and the Legal Aid Clinic.

Staff members represented Univen at no less than 12 conferences. These included the Law Week Conference on Law and Social Transformation at the University of Limpopo



and the conference on Law and Transformative Justice in Post-Apartheid South Africa at the University of Fort Hare.

Tuesdays and Thursdays are clinic days for professional student training. Training covers areas like consultation, interviewing, research and problem solving skills and the drafting of legal documents.

An arrangement with the National Prosecution Authority in the Venda High Court allows students to observe court proceedings every Thursday. They also receive practical training in skills pertaining to consulting, drafting of court processes and research.

Fridays were allocated for Street Law students to create awareness among the surrounding communities on human rights and the law. They visited the Matatshe and Makhado prisons and Dzanani Village. Assistance was also given to the Centre for Positive Care, the Victim Empowerment Unit, the Maitazwitoma Support Group and the Thohoyandou Health Centre Support Group.

The Ismail Mahomed Centre for Human and People's Rights coordinated the participation of the Univen team in the 15th African Human Rights Moot Court. Two students participated in the competition held at the Addis Ababa University in Ethiopia. They came 18th among 61 African Law faculties from 28 countries across the continent.





# Support services

## Student Affairs

Student activities are funded from the Students Representative Assembly (SRA) budget, under the direct control of Student Affairs.

The annual student conference served to examine issues relevant to student life. Topics included the history and challenges of student affairs, challenges and successes of institutions of higher learning on sports and recreation in the first decade of democracy and freedom and policy making and development. The conference united student leaders and enhanced the quality of service that they render to their constituencies.

A professional company, Mfana ka Ndlovu Consulting, conducted the SRA elections, and the election results were declared procedurally and substantively free and fair. The SRA cabinet was formed, which aligned its programmes and policies with the mission and vision of the University. The level of student representation improved substantially because of the adopted broad-based parliamentary model that enabled the majority to express their views in a parliamentary forum.

Residences were made available to secondary school learners and church organisations during recess. Generated funds were used for maintenance.



## Sports and Recreation

The Department provides, promotes, develops and coordinates sports and recreation programmes on and outside the campus, including community outreach programmes.

In the year under review the National Lottery granted the University an additional R600 000 for developing the swimming pool, while an amount of R987 000 was used for infrastructure development like the fence around the soccer fields.

Highlights included the disabled teams' success at the University of the Witwatersand's sports day, campus netball, rugby and cricket affiliating at federation level and two disabled tennis players, George Lefading and Sidwell Mathonsi, attending international wheelchair tournaments.

## Centre for Quality of Life

The aim of the Centre is to provide quality healthcare and wellness services. In the year under review more than 6 000 students and 379 staff members were consulted.

The HIV and Aids Unit was accredited by the Department of Health as a non-medical site for Limpopo. More than 1 700 people undertook testing, while ongoing counselling for people who are HIV positive is provided.

The Unit also works with peer educators and AIDS desk students on, for example, the Condom Week Campaign, Youth Day programmes and community outreach programmes to churches, schools and community gatherings. A basic HIV and AIDS counselling skills programme for educators in Limpopo was also presented with the provincial Department of Education and the University of Limpopo.





## Tshivenda Language Research and Development Centre

The Centre undertook various research projects, like the compilation of lists of Vhavenda authors, their works and contact details, Tshivenda proverbs, riddles and idioms and their meanings, traditional leaders and their territories, a glossary of linguistic terms, a list of church leaders and their contact details and of royal family terms.

The Centre's Manager, Professor Musehane, published no less than six books – one novel, two folklore books, one short stories book and two poetry books that were prescribed for grade 11 Tshivenda.

Staff members attended conferences like the ALASA regional conference in Pretoria, presenting a paper on the impact of language policies on the development of the indigenous African languages at South African institutions of higher learning.

## Library Services

More than 2 100 book volumes were ordered in the review year – almost 100% more than in 2005. While no new journal titles and databases were added, periodical subscriptions were maintained.

Book issues to all categories of users except undergraduates decreased when compared to 2005. This is due to the fact that postgraduate students have alternative information resources to the open shelf books – like special collection material that does not circulate, and they have direct access to the library's electronic resources.

The number of books circulated totalled nearly 109 000 with the biggest circulation – over 100 000 or 91% - among undergraduate students.

### Number of academic and support staff

Employment equity variable	Univen Total 671	%	Academic staff Total 244	%	Support staff Total 427	%
Black	637	94.93	212	86.88	425	99.53
Coloured	01	0.14	01	0.40	0	0
Indian	04	0.59	04	1.63	0	0
White	29	4.61	27	11.06	02	0.46
Female	299	44.56	81	33.19	218	51.05
Male	372	55.43	163	66.80	209	48.94

Thanks to a donation of R273 000 from the Univen Foundation, 25 personal computers and three heavy duty printers for use in the library's student computer laboratory were purchased.

## Resource Management and Planning

The Department of Resource Management and Planning renders functions like recruitment and selection, human resource management, training and development and the administration of benefits.

The transformation of the higher education sector that resulted in mergers had a negative impact on the recruitment and retention of staff. Although the University of Venda was not merged with any other institution, its personnel turnover during the year under review was significantly higher than in previous years. However, the University continued with its recruitment drive to meet the staffing needs of various academic and professional departments.

A total of 34 new staff members were appointed during the review year. Of these, 26 are academics while eight are academic support staff. A substantial amount of R39 977 was awarded as research grants to staff members to pursue masters and doctoral degrees. Lecturers in the Departments of Geography and Microbiology, Messrs Nethengwe and Musie, were released on a fellowship programme to study towards their PhD degrees at the University of West Virginia.

The Staff Training and Development Unit conducted 21 workshops and 102 staff members from various departments underwent training – all of this at a cost of R253 610.

The profile of senior female staff at senior management remained high with two of the three executive deans being female.



## Information Technology Services

During the review year the University's ERP system was upgraded and two servers – a database and an application server – were acquired to run the new system. As part of the upgrade, more than 100 user personal computers were replaced.

The network backbone was upgraded to 10 gigabytes per second with 1 gigabyte per second to each University building, and 100 megabytes per second to individual desktops.

This new standard provided improved reliability, more information faster, increased security and growth to meet the changing needs of the campus community. As part of this about 80% of staff personal computers were replaced.

A total of 200 personal computers were installed in the walk-in computer laboratory. When fully developed, this facility will offer full-time access to all students. Teaching labs in most faculties were also equipped with state-of-the-art personal computers and all labs are now equipped with Microsoft suites with internet access.

Staff members represented Univen at, among others, training sessions in New Delhi in India, sponsored by the International Telecommunications Union and the European Community.

## Public Relations and Development

The Department involved more than 22 500 learners from 285 schools in its career exhibition, winter school projects and recruitment activities in the year under review. These included the Bohlabela District Department of Education exhibition in partnership with the Bushbuckridge Youth Advisory Centre, the Secunda, Standerton and Bethal career exhibitions, the Botswana Career Expo and the University of Venda Career Show.

The Department was also responsible for organising various other activities like the official opening of the 2006 academic year, the orientation programme and the two graduation ceremonies. Prof Muhammad Yunus, the Managing Director of Grameen Bank in India and Prof Ali Mazrui, Director for the Institute of Global Cultural Studies at the New York University, received honorary doctorates at the autumn and spring graduation ceremonies respectively.

The Univen Foundation performs a public relations, development and marketing function on behalf of the University. It embarked on donor relationship building to re-introduce the University to the corporate world and foundations in the country.

The Foundation's capital campaign strategy aims to raise R1 billion in the next four years. Donations received thus far



*Professors Ali Mazrui, Director for the Institute of Global Cultural Studies at the New York University (left) and Muhammad Yunus, Managing Director of Grameen Bank in India, received honorary doctorates*

include R347 000 from Kumba Resources for the continued education of mathematics and science teachers in the Mutale area, R150 000 from Absa, R250 000 from the Land Bank for a Chair of Agriculture, bursaries and scholarships to students – particularly postgraduate students of Agriculture.

The Department initiated liaison with foreign embassies to help promote the international image of the University, create a global network through international relations, raise funds for Univen projects and develop international programmes and exchanges.

Successful liaisons have been forged with the embassies of America, Australia, Austria, Finland, Israel and Japan.

As Univen needs to raise private funds for a large number of its needs like physical infrastructure, information communications technology, programme development, curriculum development and training, special initiatives are needed, especially given its location away from industries.

This will strengthen development efforts to effectively build a profile that will be globally competitive and raise enough resources annually to sustain the institutional growth and progress to achieve its vision and mission.

Successful liaison has already taken place to develop the capacity of management and staff to implement the transformation processes at Univen, with a Dutch partner appointed to assist. The project will continue in the next financial year.

The Media and Publications Division plays a major role in informing and educating University staff and students and its strategic stakeholders. It produced a wide range of products such as news releases, flyers, brochures, posters and banners. The University gained huge positive publicity in both print and electronic media during the year under review.

The monthly newsletter, Nendila, has been hugely successful and is also published on Univen's website. A total of 45 000 copies of the newsletter, annual reports and 50 000 student brochures and other printed material were distributed during the review year.

The Department also uses advertisements to publicise or inform strategic stakeholders about the programmes and services rendered by the University.



## Quality Assurance and Promotion

The establishment of the Directorate of Quality Assurance Programmes allowed the University to give focused attention to the promotion and monitoring of quality. Quality assurance and promotion is a requirement that will remain with all higher education institutions. Because of the new mandate and the pending higher education quality council audits, it will remain critical in Univen's operations in the next five years. The quality assurance programmes at the University passed the four main phases of planning, implementation, monitoring and evaluation.

In responding to the challenges posed by the national audits to be conducted by peers representing the Council on Higher Education and the Higher Education Quality Committee, the Directorate has revamped its programmes to prepare University staff for the audit.

The Council on Higher Education - as part of the South Africa-Finland Cooperation Programme - provided R500 000 for three years to develop a new assessment policy for the University. This phase addressed issues around assessment design, management, moderation and support to students and student's rights and responsibilities. It also developed a records management policy that will streamline the handling and disposal of University records following legal prescripts. This policy covers audio visual, electronic, paper based records and places specific offices to be accountable for proper record keeping and management.

Another project was the institutionalisation of the Electronic Quality Management Systems with two workshops to introduce staff to its processes. The project will continue in 2007.

The Directorate is committed to building awareness around quality assurance and promotion activities in a bid to institutionalise quality assurance practices in all spheres of Univen's operations. It is essential to capitalise on the Council on Higher Education/Finnish Government Project to build capacity for institutional audits, without losing focus on the mandate of being a comprehensive university of repute in Southern Africa.

## Research and Development

External funding boosted research and development during the review year.

Ten researchers were funded internally for research projects, while 21 qualified for research incentives from the Department of Education and 7 received funding for publications.

A total of 26 postgraduate students were funded for honours, masters and PhD studies by the National Research Foundation.

External funding was received from among others, the

National Research Foundation, the Medical Research Council, Thuthuka, Pulles Howard, the Water Research Commission, the University of Limpopo, the Limpopo Agricultural Department, a bilateral agreement between the National Research Foundation and Sweden and the Department of Environmental Affairs and Tourism.

Funding also came from the International Society for Infectious Diseases, The Department of Land Affairs, a bilateral agreement between Japan and the National Research Foundation, BIOPAD, the Population Council, the MAPP-Sector Education Training Authority, the Department of Arts and Culture, the Small Enterprise Development Agency, the South Africa – Netherlands Research Programme on Alternatives in Development and the Kellogg and Ford Foundations.

A total of 12 researchers attended various international conferences and 45 articles were published in accredited journals of the Department of Education.

Although the University by comparison still lacks advanced technology and adequate resources, its research output has been improving steadily.

Univen also has partnerships with the local communities, as it regularly initiates and conducts research projects and has also formed partnerships with international universities and organisations.





# Annual financial review

for the year ended 31 December 2006

## Report of the Executive Director: Financial Management and Planning

The success and sustainability of an institution depends mainly on the effectiveness of its financial management in enhancing the implementation of service delivery programmes. All managers in any public institution are the trustees of public resources and are accountable for the manner in which they deliver the services for which they are responsible. Even though the Public Finance Management Act does not have direct control over the activities of public higher education institutions, it forms the basis and framework on which all financial activities can be directed.

The annual financial statements cover all the activities of the University, including non-recurrent income and expenditure, investment activities and financing transactions. They thus provide a comprehensive overview of the financial position of

the University, including the University of Venda Foundation and its progress over the past year. There have been major changes in the operations during the year.

During the financial year the University received an amount of R159,665 million from the Department of Education. The amount was intended for backlog maintenance on existing infrastructure - R106,965m, information technology infrastructure - R26m, and a recapitalisation grant for redemption of Development Bank of Southern Africa loans of R26,7m.

The results for the year were made possible by the adoption by Council of rigorous budget control, and the support this received from the University Management and the broader University community. This is the 5th subsequent unqualified annual report in the history of the University, and yet while these results are pleasing and encouraging, the need to build a sustainable balance between income and expenditure still exists and academics are continuously encouraged to attract funds from external sources.





## Report of the independent auditors

We have audited the consolidated annual financial statements of the University of Venda, which comprise the balance sheet at 31 December 2006, and the income statement, the statement of changes in funds and cash flow statement for the period then ended, and the notes to the financial statements, which include a summary of significant accounting policies and other explanatory notes.

### Council's responsibility for the financial statements

The Council is responsible for the preparation and fair presentation of these financial statements in accordance with South African Statements of Generally Accepted Accounting Practice and in the manner required by the Minister of Education in terms of section 41 of the Higher Education Act, 1997, Act No 101 of 1997, as amended. This responsibility includes designing, implementing and maintaining internal control relevant to the preparation and fair presentation of 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.

### Auditors' responsibility

Our responsibility is to express an opinion on these 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 whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depended on the auditors' judgment, including the assessment of the risks of material misstatement of the 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 financial statements 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 financial statements.

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

In our opinion, the financial statements present fairly, in all material respects, the financial position of the University of Venda at 31 December 2006, and its financial performance and cash flows for the year then ended in accordance with South African Statements of Generally Accepted Accounting Practice and in the manner required by the Minister of Education in terms of section 41 of the Higher Education Act, 1997, Act No 101 of 1997, as amended.

KPMG Inc

Chartered Accountants (SA)

Registered Accountants and Auditors

Polokwane



# Annual financial statements

## Balance sheet at 31 December 2006

	2006 R ' 000	2006 R ' 000	2005 R ' 000	2005 R ' 000
<b>Assets</b>		<b>573,022</b>		<b>411,514</b>
Non-current assets		388,212		371,302
Property, plant and equipment	340,945		330,986	
Investments	47,267		40,316	
Current assets		184,810		40,212
Inventories	1,096		1,002	
Accounts receivable	51,930		21,043	
Students for fees	36,074		18,655	
Other amounts	15,856		2,388	
Cash and cash equivalents	131,784		18,167	
<b>Equity and liabilities</b>		<b>573,022</b>		<b>411,514</b>
Funds and reserves		466,110		272,749
Restricted use funds	50,379		7,932	
Unrestricted use funds - education and general	118,525		85,183	
Asset revaluation reserve	176,599		179,634	
Recapitalisation reserve	120,607		-	
Non-current liabilities		61,574		95,303
Borrowings - Interest bearing	41,757		77,261	
Employee benefits	19,817		18,042	
Current liabilities		45,338		43,462
Accounts payable	36,355		36,124	
Current portion of borrowings	8,953		7,338	
Bank overdraft	30		-	



# Annual financial statements

## Income statement at 31 December 2006

	2006					2005
	Council Controlled Unrestricted	Specifically funded activities Restricted	Sub-total	Student and staff accommodation Restricted	Total	Total
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
<b>Total income</b>	274,930	183,546	458,476	9,782	468,258	275,018
<b>Recurrent items</b>	274,908	183,546	458,454	9,782	468,236	275,018
State appropriations - Subsidies and grants	147,658	159,665	307,323	-	307,323	140,136
Tuition and other fee income	108,828	654	109,482	9,782	119,264	104,624
Income from contracts						
For research	-	14,510	14,510	-	14,510	11,950
For other activities	5,886	739	6,625	-	6,625	5,442
Sales of goods and services	1,924	-	1,924	-	1,924	1,884
Private gifts and grants	1,891	2,591	4,482	-	4,482	1,902
<b>Sub-total</b>	266,187	178,159	444,346	9,782	454,128	265,938
Interest and dividends	2,002	5,155	7,157	-	7,157	1,881
Fair value adjustments on financial instruments	6,719	232	6,951	-	6,951	7,199
<b>Non-recurrent items</b>	22	-	22	-	22	-
Profit on disposal of property, plant and equipment	22	-	22	-	22	-
<b>Total expenditure</b>	251,112	20,492	271,604	3,845	275,449	256,672
<b>Recurrent items</b>	251,112	20,492	271,604	3,845	275,449	256,672
Personnel	155,081	5,907	160,988	2,866	163,854	143,377
Academic professional	79,428	5,907	85,335	-	85,335	81,862
Other personnel	65,368	-	65,368	2,866	68,234	64,880
PAYE Accrual	-	-	-	-	-	(11,873)
Leave pay expenditure	10,285	-	10,285	-	10,285	8,508
Other current operating expenses	72,998	14,585	87,583	979	88,562	76,296
Overpayment of subsidies	-	-	-	-	-	21,152
Depreciation	11,862	-	11,862	-	11,862	6,648
<b>Sub-total</b>	84,860	14,585	99,445	979	100,424	104,096
Finance costs	11,171	-	11,171	-	11,171	9,199
Surplus before transfers	23,818	163,054	186,872	5,937	192,809	18,346
Amounts received not expended	-	(119,542)	(119,542)	-	(119,542)	(4,447)
Add: Previous years funds unexpended	-	4,447	4,447	-	4,447	(4,447)
Deduct: Current years funds unexpended	-	(123,989)	(123,989)	-	(123,989)	-
<b>Surplus</b>	23,818	43,512	67,330	5,937	73,267	13,899



# Annual financial statements

## Statement of changes in funds at 31 December 2006

	Restricted use funds R'000	Unrestricted use funds R'000	Asset revaluation reserve R'000	Re- capitalisation reserve R'000	Total R'000
<b>2005</b>					
Balance at 1 January 2005	3,441	71,328	-	-	74,769
Surplus for the year	44	13,855	-	-	13,899
Net transfers from income statement	4,447	-	-	-	4,447
Revaluation of assets	-	-	179,634	-	179,634
Balance at 31 December 2005	7,932	85,183	179,634	-	272,749
<b>2006</b>					
Balance 1 January 2006	7,932	85,183	179,634	-	272,749
Transfer from asset fund	-	3,587	(3,587)	-	-
Revaluation of assets	-	-	552	-	552
Surplus for the year	43,512	29,755	-	-	73,267
Net transfers (to) from income statement	(1,065)	-	-	120,607	119,542
Balance at 31 December 2006	50,379	118,525	176,599	120,607	466,110



# Annual financial statements


## Cashflow statement at 31 December 2006

	2006 R ' 000	2005 R ' 000
<b>Cash flows from operating activities</b>		
Cash received from operations	461,307	267,819
Cash paid to suppliers and personnel	(288,570)	(259,170)
Cash retained from operations	172,737	8,649
Investment income	7,157	1,881
Finance cost	(11,171)	(9,199)
<b>Net cash flow from operating activities</b>	168,723	1,331
<b>Cash flows from investing activities</b>		
Acquisition of property plant and equipment	(21,269)	(15,679)
Proceeds on disposals of property plant and equipment	22	-
<b>Net cash flow from investing activities</b>	(21,247)	(15,679)
<b>Cash flows from financing activities</b>		
(Decrease)/ increase in long term liabilities	(33,889)	16,727
<b>Net cash flow from financing activities</b>	(33,889)	16,727
<b>Increase / (decrease) in cash and cash equivalents</b>	113,587	2,379
<b>Cash and cash equivalents at beginning of year</b>	18,167	15,788
<b>Cash and cash equivalents at end of year</b>	131,754	18,167







The background of the page is split into two horizontal sections. The top section is blue and features a complex, overlapping geometric pattern of lines and shapes, resembling a stylized 'X' or a series of interlocking triangles. The bottom section is yellow and features a similar but simpler geometric pattern of parallel lines and shapes, also resembling a stylized 'X' or a series of interlocking triangles.

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# Key features of the financial results

1. The overall operating profit for the year under review stands at R73,267 million which is significantly an increase of 427% from R13,899 million in 2005. The unrestricted council controlled operating profit increased from R12,099 million, to R23,818 million, representing an increase of 97% from the previous year's situation, while the restricted funds operating profit increased by more than 100% from an operating loss of R4,086 million to an operating profit of R43,512 million.
2. The income has increased by 70% from R275 million in 2005 to R468 million in 2006. The increase can be attributed to the Department of Education's financial support for recapitalisation of the balance sheet, upgrading of infrastructure and information communication technology needs as well as an increase in tuition fees.
3. The overall expenditure for Council controlled recurrent expenditure has increased by 4,99%, which is reasonable for operational activities.
4. Financial support of R53,5 million was provided to financially needy and academically deserving students as opposed to R50,1 million in 2005. The increase in support can be attributed to the increased National Student Financial Aid Scheme amount to R41,4 million in 2006 which is an increase of 8% from the 2005 allocation.
5. A recorded improvement in the University's net cash position from R18,2 million to R131,754 million, after investing a further R21,3 million in fixed assets, is an indication that cash management has continued to be a priority.

The University's balance sheet reflects the following operating results with:

1. Total borrowings decreased to R50,710 million in 2006 from R84,599 million in 2005 mainly due to the repayment of R26,7 to the DBSA from the recapitalisation fund from the Department of Education.
2. Overall current liabilities increased by 4,3% from R43,462 to R45,338 with the significant change being the current portion of borrowings after repayment of loans to the DBSA.
3. A provision for doubtful student debts of R2,027 million was made in 2006 compared to R0,937 million for 2005.

The financial management activities of the University are focused on supporting the key strategic thrusts identified by the University's leadership and endorsed by Council, while ensuring appropriate levels of controls and discipline in the various financial processes. To this end, the University Finance Committee will continue its focus on these key issues:

- To identify effective strategies and maintenance of some existing control measures that appropriately respond to and mitigate the incidence and impact of major risks.
- To consider the cost of controls relative to the benefits obtained in managing the related risks.
- To continue to build awareness with the University community of the importance and relevance of effective financial management, via broad involvement in the budgeting process, the provision of effective management information and ensuring proper reporting of results.
- To continue to develop and formulate investment policies that will:
  - reflect an appropriate risk-return profile as well as needs for liquidity and income generation.
  - determine the proportion of the total investment fund allocated to risky as opposed to safe assets (cash equivalents or simply cash), which is the most fundamental means of controlling investment risk.
- To enable the University to deal with the impact of currency weakness on costs that are denominated in stronger currencies, including library materials and the ability of staff to remain abreast of international trends through conference attendance.
- To create the capacity for proper planned renewal and maintenance of campus facilities, and, in particular, the ongoing development of the academic and residence infrastructure.
- To enhance the University's ability to attract and retain the quality of staff needed to improve the teaching and research capability and to provide a suitable infrastructure.
- To give consideration to responsibility and accountability for strategies and control activities and required improvements.
- To institute internal controls systems that preserve confidentiality, integrity and accessibility of University information.
- To strengthen the Internal Debt Collection Unit to effectively and efficiently recover optimum student debts within a reasonable time.