

*a year of growth*

# *University of Venda*

## *Annual Report*

*January - December 2007*



**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.*



# Contents

<b>A year of growth</b>	
Report of the Chairperson of Council and the Vice-Chancellor .....	2
<b>Univen – enhancing growth</b> .....	3
<b>Members of Council</b> .....	4
<b>Solid corporate governance for sustained growth</b> .....	6
<b>Overview of faculties and schools</b> .....	8
Faculty of Natural and Applied Sciences.....	8
School of Environmental Sciences.....	8
School of Mathematics and Natural Sciences.....	9
Faculty of Health, Agriculture and Rural Development.....	10
School of Agriculture, Rural Development and Forestry.....	10
School of Health Sciences.....	11
Faculty of Humanities, Management Sciences and Law.....	12
School of Human and Social Sciences .....	12
School of Management Sciences .....	12
School of Law .....	13
<b>Support services</b> .....	14
Sports and Recreation.....	14
Tshivenda Language Research and Development Centre .....	14
Library Services .....	14
Resource Management and Planning .....	15
Information Technonolgy Services.....	15
Public Relations and Development.....	16
Quality Assurance and Promotion .....	17
<b>Annual financial review</b> .....	18
Report of the Director: Financial Management and Planning .....	18
Report of the independent auditors.....	20
Balance sheet.....	21
Income statement.....	22
Statement of changes in funds.....	23
Cashflow statement.....	24



# A year of growth

## Report of the Chairperson of Council and the Vice-Chancellor

The University of Venda spent the year 2007 on implementing the recovery plan, which included infrastructural upgrading and reaching a manageable intake of 10 000 students.

The Minister of Education, Naledi Pandor approved our request for funding of R207 million to meet the infrastructural needs such as new buildings as part of the physical campus development plan. The Minister also approved the academic planning grant of R42 million.

Univen also launched its capital campaign to raise R1 billion by 2010.

We continued with preparations for the Higher Education Quality Committee (HEQC) audits to be held in 2010.

Council appointed a search committee to formulate procedures for the short listing and interviewing of candidates for the position of Vice-Chancellor and Principal, which was filled early in 2008.

Meetings were held to discuss the proposed senior management structure and Council approved the streamlining of management for effective governance.

Discussions around the new student admission and enrolment system led to a simplified and effective process. The Department of Education indicated that enrolments should be maintained at 10 000 students and that resources would be made available to right-size the University.

In consultation with the Directorate of Higher Education Management Information Systems, a conversion factor to meet the costs of transforming Univen into a comprehensive university over a period of three years was determined.

The recovery plan included the refurbishment of the physical infrastructure of the campus to the levels required for a public higher institution in South Africa. Project managers focused on the lecture theatres, residences and certain academic buildings.

Various lecture theatres as well as student residences were refurbished, academic buildings like the science, humanities, health sciences, education and law buildings were refurbished, while extensive work was 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 personal computers of staff 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. This was certainly not a project for the faint-hearted!

The profile of female staff at senior management level portrays two of the three executive deans and two of the eight deputy deans being female.

The University continued to recruit students from the Southern African Development Community (SADC), especially Botswana and

Zimbabwe. For the 2007 reporting year the student head count was 12 123.

The School of Management Sciences drew the most students – 3 020, followed closely by the School of Human and Social Sciences with 2 931 students.

University staff continued to engage in independent research or in collaboration with colleagues elsewhere. Some academics engaged in commissioned research and in research activities funded by external research agencies.

The University's new Council members were drawn from internal and external structures. 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.



*Justice JY Mokgoro  
Chairperson of Council*





## Univen - enhancing growth

The Minister of Education, Naledi Pandor 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 requirement of producing annual reports marks yet another aspect of developing the accountability of our national institutions. 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 make informed decisions about the University.

The requirement to submit the report enhances accountability and transparency. This principle is critical for good governance and for the infusion of 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 which they can evaluate for the purpose of making important decisions relating to their studies and to resources allocation. We believe, as we stated in 2006, that we stand to benefit from this exercise.

This work does not come without the hard work of staff. Council is delighted that after many years the audited accounts of Univen have no qualification. Our graduates 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 SADC region is steadily rising. Our international linkages are complementing our strategic direction.

Justice JY Mokgoro  
Chairperson of Council





# Members of Council

## Council

Justice J Y Mokgoro – Chairperson

Prof S M Nkomo – Deputy Chairperson

Dr J Leatt – Acting Vice-Chancellor

Prof M M Ramogale- Deputy Vice-Chancellor:  
Academic Affairs and Research

Prof P M Makhurane

Dr TTshivhase-Phendla

Dr TE Mdlalose Dr M S Ramaite

Dr O Shisana

Dr DG Thabede

Dr JG Tshifularo

Ms A Lansink

Ms E Mabusela

Mrs A Lawless

Mr LR Kone

Mr TT Kuaho

Mr KR Madzhie

Mr KE Mahoai

Mr TN Makumbane

Mr RE Maponya

Mr KW Mphaga

Mr PM Mudau

Mr NC Muloiwa

Mr LR Maluleke

Mr SM Ravhuanzwo

Mr E Ratshikhopha

Mr TD Tsedu

Mr JS Vilakazi

Mr KC Nemadzivhanani - Secretary  
to Council



## Institutional Forum executive

Chairperson – Mr MS Mukhavhuli

Deputy Chairperson – Adv DE Maphwanya

Secretary to the Institutional Forum –  
Dr NE Phaswana

Three additional members -  
Dr TD Ngobeli, Ms A Lansink and  
Mr F Mvundela

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

The functions of the Institutional Forum  
are to advise Council on issues like  
the implementation of the Act and the  
national policy on higher education, race  
and gender equity policies and the  
selection of candidates for senior management  
positions.



## The Council

The Council consists of people elected in accordance with the University of Venda Statute of 2005.

To ensure objectivity as well as stakeholder participation in University governance, the ratio of non staff or outside members to that of staff and student members is 60% to 40%. For purposes of managing, controlling and executing its duties, Council has various sub committees.

These committees normally meet four times a year, prior to Council meetings and submit reports and make appropriate recommendations to Council within their spheres of operation. All these committees are chaired by outside members of Council.

## Executive Committee

This committee carries out duties as mandated by Council in between Council meetings. As Executive Remuneration Committee it sets the remuneration of the Vice-Chancellor, Deputy Vice-Chancellors and Vice Principals, Registrar, Executive Directors and Executive Deans.

## Audit Committee

The committee ensures that financial procedures and controls are adhered to, ensures that internal auditing requirements are met and makes recommendations on the external auditor's report.

## Finance Committee

This committee ensures that the available financial resources of the University are allocated in accordance with its vision and mission, to ensure adequate and effective implementation of Univen's strategic plan.

## Human Resources Committee

This committee makes recommendations on staffing and staff service conditions.

## Student Affairs Committee

This committee advises on student activities and student life.

## Tender Committee

This committee advises on the commissioning of building activities and the erection of other infrastructure at the University. It recommends the awarding of tenders and adjudicates on all tenders.

## Senate

The Senate advises on all academic activities and recommends on all academic and related issues to enable Council to have complete control and management of activities of the University.





# Solid corporate governance for sustained growth

## Report of the Senate on teaching and research

The Senate is responsible for the academic enterprise of the University, including research development and management as well as 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 2007 Senate consisted of 107 members, of whom 31 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 people, observers and student representatives, in accordance with a proportion determined by the Statute.

## Curriculum matters

The University has adopted a problem based, project organised delivery mode. Students, assisted by their instructors, identify problems in society and develop solutions thereto. 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 2007 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 programmes in the science and applied sciences in pursuit of the strategic direction of the institution.

The role of the Centre for Youth Studies, Centre for Gender Studies, Centre for Entrepreneurial Studies and the Centre for 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 have part or all their fees covered by the programme, depending on the extent of their involvement and commitment.

## Programme and qualification mix for 2002-2007

In 2007 the University continued to review the response of the Ministry of Education 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.

## Enrolment and qualifications

A total of 12 123 students enrolled for the 2007 academic year. Of these 6 205 were male and 5 894 were female. The population composition was 12 099 black, 19 white, four Indian and one coloured.

The year 2007 showed a strong upward trend in the number of graduates which indicates that the University is capable of successfully educating from diverse backgrounds, particularly those from disadvantaged communities.

A total of 1 943 students graduated in 2007.





## Research development

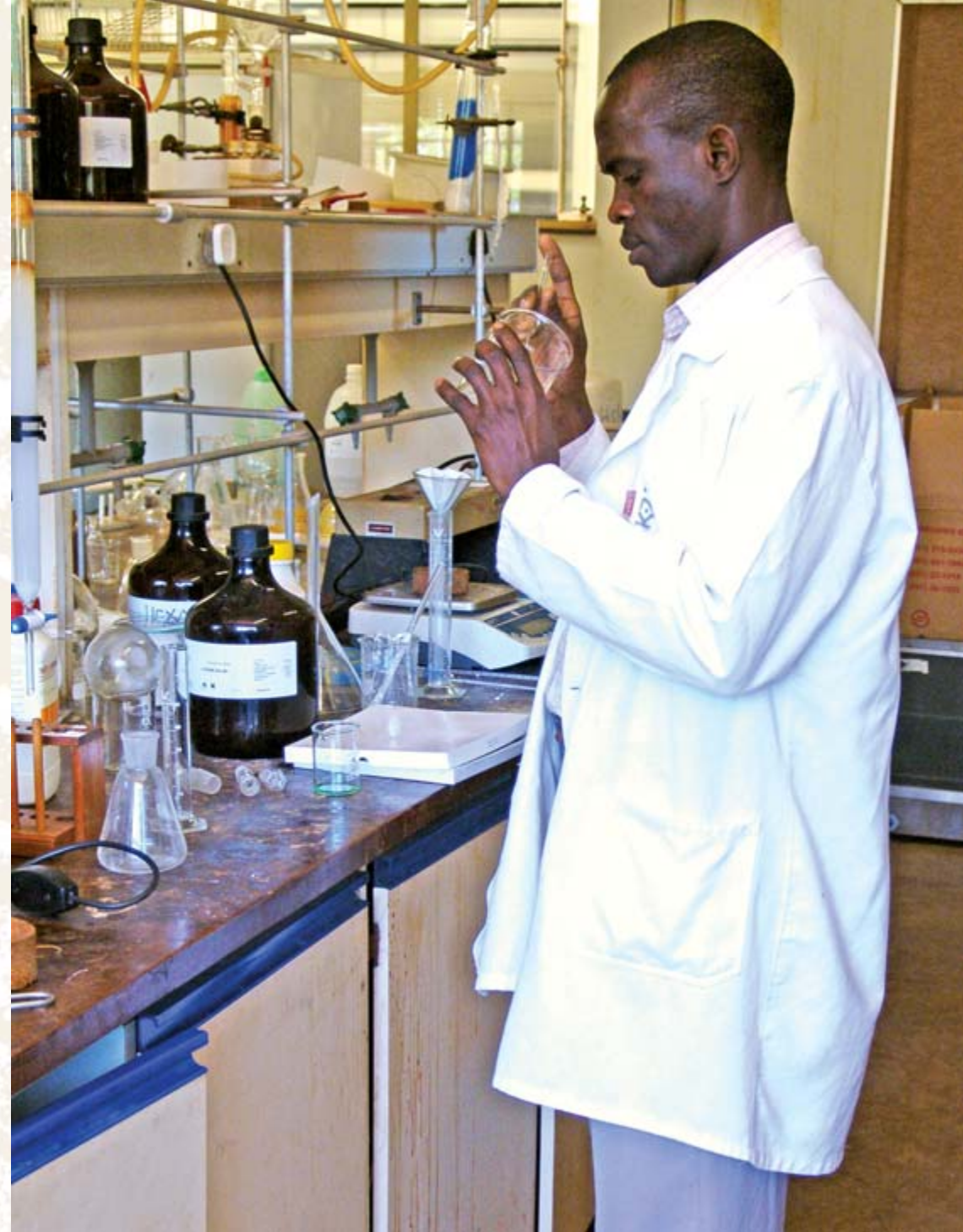
Although the University, by comparison, still lacks advanced technology and adequate resources, its research output has been steadily improving.

Some research projects/articles have been published in accredited journals, whereas a significant percentage found its way into various other publications. There are also budding authors who have begun co-authoring and publishing books.

The University has embarked on a vigorous programme to encourage staff members to present quality papers at conferences.

This initiative is paying dividends as even junior staff members are becoming eager and confident participants at conferences, workshops and seminars.

The University 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.





# 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 1 824 undergraduate students and 45 postgraduates of which 19 were honours, 22 masters and four PhD students. It offered a diploma in Mining and Post-Mining Rehabilitation for 24 students and a Diploma in Natural Resource Management for 12 students.

In collaboration with the University of the Witwatersrand, the School through its Department of Hydrology and Water Resources, attracted a three year project from the Department of Water Affairs and Forestry, worth R2,4 million. The project deals with bulk water supply systems operation, monitoring and evaluation support.

With the Centre for Groundwater Studies at the University of the Free State, the Department of Geology at the University of Fort Hare and the Department of Earth Sciences at the University of the Western Cape, the School through its Department of Hydrology and Water Resources, attracted research funding from the Water Research Commission worth R4 million. It was for a project on the measurement of bulk flow and

transport characteristics of selected fractured aquifer systems in South Africa.

No less than 31 research projects in the School incorporated community projects in the Makhado and Thulamela Municipalities. These included remediation of polluted mining waste soils, temporal characteristics of rainfall and river discharge over the Luvuvhu River catchments, rural medium and micro-enterprises and local development and the physical environment as a resource for sustainable tourism development in land restitution areas in the Vhembe District.

Other projects included the development of water balances for pollution prediction from gold mine waste residue deposits in the West Witwatersrand gold mine tailings dams, modelling the consequences of elephant damage to the vegetation in the Kruger National Park, and an investigation into the impacts of forestry activities on wetland ecosystems at the Thathe Vondo plantation in Limpopo.

During the year under review, staff of the School attended various workshops like the





Pittsburg Coal Conference in Johannesburg, the Groundwater Conference in Bloemfontein and the African Array Geophysics Workshop at the University of the Witwatersrand in Johannesburg.

Publications and papers by members of the School included studies on climate change, the scientific evidence, potential impact and responses of mine waste on surface and groundwater, as well as the contribution of groundwater in sustaining low flows in rivers.

## School of Mathematics and Natural Sciences

The School's Department of Biological Sciences enrolled 1 689 students during the review year and boasted a pass rate of 74 percent.

The department's research programmes include the conservation of biodiversity and the state of rivers in Limpopo, spider diversity in the Soutpansberg and the effect of some of the indigenous medicinal plants in treatment of tick-infected cattle wounds in the Vhembe district.

In the year under review the department's community outreach projects included the development of a fishery on the Nandoni Dam, a programme on biosphere reserve determination in the Tshivhase tribal area, and a project on the role of indigenous technology in the fight against entropy during the HIV and AIDS epidemic era.

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 1 800 students were enrolled in the Department during the year under review and a pass rate of over 81 percent was achieved.

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

Staff members attended local and overseas conferences like the Green Chemistry – an Ideal Field for Global Chemical Communication

conference at the University of Colorado and the conference on Developing the Image of Chemistry through Chemical Education in Italy.

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 is a member of the Chemistry Division committee of the SA Akademie vir Wetenskap en Kuns and member of the editorial board of the SA Tydskrif vir Natuurwetenskap en Tegnologie.

The Department of Computer Science and Information Systems aims 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 and Applied Mathematics enrolment figures were very similar to the previous reporting year. It is pleasing to note that enrolment for modules like applied mathematics, which traditionally attracted few students, is showing a marked improvement.

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

Submitted articles included modelling the effects of treatment and drug resistance in TB individuals co-infected with HIV/AIDS and inviscid instability analysis of the Taylor-

Goldstein Equation in the presence of heat mass transfer.

During the year under review the Department of Microbiology enrolled 709 undergraduate, 12 BSc Honours, two MSc and six PhD students.

Laboratories for AIDS virus research and for water microbiology were established. The AIDS laboratory, among others, provides for molecular biology and molecular genetics and immuno-fluorescence microscopy. The water microbiology laboratory boasts facilities for total microbial water quality assessment, and identification and characterisation of bacterial and viral contaminants.

The laboratories are supported by external grants and are central to the training of graduate students. An offshoot of this innovation is the incorporation of molecular technology and its applications in undergraduate student training. This enhances relevant skills and know-how which are critical for the labour market.

The Department secured two research grants from the National Department of Health for studies on HIV drug resistance in Limpopo and on social and microbial aspects of water.

Staff members attended conferences and workshops like the 2nd International Workshop on HIV Transmission in Washington, the 4th International AIDS Society Conference on HIV pathogenesis, treatment and prevention in Sydney and the IWA Water and Health Conference in Tokyo, Japan.

Published articles appeared in, among others, the South African Journal of Science, the Journal of Water and Health, Water SA and the African Journal of Biotechnology.





The Department's Dr Bessong was appointed Chair for 2007 of the Research Grant Review Panel for the Microbiology Focus Area Programme of the National Research Foundation.

At the Department of Physics the number of students enrolled in different modules at first year level quadrupled in the review year. The total number of students who registered at entry level modules was 1 213 which also included 353 students from the science foundation programmes. External examiners commented favourably about the quality of the department's examination papers. Students are well received for postgraduate programmes in other institutions.

Research areas included solar energy, molecular physics, nuclear and particle physics, solid state physics and physics education.

The Department was actively involved in community outreach activities through the Vuwani Science Resource Centre. These include the learners and teachers support

programmes and the Women in Physics SA project, funded by the South African Institute of Physics and the Department of Science and Technology.

Overall student enrolment at the Department of Statistics increased slightly with 255 registrations for the first year statistics modules as major, and 870 for the service modules.

With regard to community service, Prof Amey continues to serve on the Limpopo Province Strategic Planning Committee for Census 2011, while the Department assists the university community with sampling, design, data management and data analysis.

The science foundation programme, brainchild of the School of Mathematics and Natural Sciences, aims to broaden access to tertiary education of rural learners.

The programme consists of 12 modules and makes foundational provision for a full academic year to facilitate the academic development of students whose prior learning has been adversely affected by educational

or social inequalities. To improve students' background in mathematics, physics, chemistry and biology, special efforts are made to provide hands-on experience in the labs.

The Vuwani Science Resource Centre in the Vhembe District offers science laboratories and computer labs to increase the rural learners' perception of science and technology. Activities include computer training, laboratory facilities and the use of the Centre's venues.

The basic computer training programme, similar to the one run on the main campus, attracts nurses, teachers, traffic officers, government officers, university students and unemployed people. About 130 learners participated in the computer training course and the Centre generated about R 84 000.

Fees for basic computer training are sufficient to sustain the computer activities and the savings were used to buy ten new computers through the University procurement department.

Efforts are underway to replace the remaining ten old computers so that all the computers in the centre will be upgraded. In view of this development, it is important that the various computer outreach projects are unified to offer some programmes at National Qualifications Framework level so that more meaningful marketing can be done.

In respect of the use of the Centre's venues, in the year under review, Freedom Square was used by among others, the African National Congress' Youth and Women's League, the Vuwani Civic Organisation, the Vuwani steering committee for housing, the Department of Education and the Abundant Life Christian Centre.

## 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 to promote sustainable livelihoods.

The School has nine academic departments and a Centre for Rural Development. The academic departments are Animal Science, Agricultural and Rural Engineering, Agricultural Economics and Extension, Family Ecology and Consumer Sciences, Food Science and Technology, Forestry, Horticultural Sciences, Plant Production and Soil Science. In addition, the School has an experimental farm which forms an important hub for training, research and demonstration of production activities.

A total of 556 students - 522 undergraduates and 34 postgraduates - enrolled during the year under review, 14 percent more than in the previous year.

Some 30 research projects were undertaken in the year under review. These ranged from the effect of skip-a-day feeding on the performance of broiler chickens, an assessment of the sustainability of poverty eradication projects in the rural communities of the Capricorn





District Municipality in Limpopo, the agro-economic impact of HIV/AIDS in Limpopo and the impact of green manure legumes for soil fertility improvements.

In respect of community outreach programmes, the School was involved in projects like assisting emerging farmers with alternative feeding techniques and ration formulation, outreach programmes in villages and forest industries for peoples' livelihood, a community flower-growing project for poverty alleviation and the Mapfura-Makhura biodiesel incubator project.

During the year under review the School established and fostered linkages and collaboration with international, national and

regional institutions, industry, government departments, nongovernmental organisations, local communities and private sector organisations. Some of these linkages included the Departments of Agriculture of Mpumalanga and Limpopo, the Department of Water Affairs and Forestry, the Agricultural Research Council, Bayer Crop Science, the Universities of Limpopo, Pretoria and Stellenbosch and Africa Geo-Environmental Services.

Staff from the School's various departments represented Univen at a number of national and international conferences and workshops, thereby increasing the staff's publication output.

Publications and papers by members of the School included studies on land suitability classification for cowpea production in the Vhembe district.

A paper on a situational analysis of consumer science skills used to improve income and to create self employment in Limpopo was delivered at the 3rd International Consumer Science Research Conference at the University of Ulster in Ireland.

## School of Health Sciences

More than 740 students were enrolled at the School during the year under review. A total of 135 were enrolled for masters and doctoral degrees.

While three staff members enrolled for postgraduate studies in Health Professions Education at the Maastricht University, Mr JO Igumbor is registered with the University of the Witwatersrand for a doctorate in Philosophy in Public Health. The title of his thesis is 'Measures of Quality of Life and Experiences with Care and Support Services among Persons Living with HIV Infection in Limpopo'.

Staff members published articles in no less than 16 national and international journals and book chapters, including articles on patients and family members' knowledge and views regarding diabetes mellitus and its treatment, counselling and therapy in private psychology practices in Limpopo, and gender power imbalance and differential psychosocial correlates of intended condom use among male and female adolescents in Venda.



The School's Prof Sodi was appointed as editorial consultant of the Nigerian Journal of Guidance and Counselling. He was also appointed to the Scientific Committee of the International Congress of Psychology to be held in Cape Town in 2012. Another appointment is to the Regional Advisory Committee of the 2nd African Regional Congress of the International Association for Cross-Cultural Psychology to be held in Lagos, Nigeria in 2009.

Community involvement included community based learning on nursing in Dzingahe, Mbahe, Mhinga, Mphephu, Ngudza and Xigalo.



## 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 develops professionals in social work, teacher education, media studies, international relations, development studies, music and languages.

Some 90 percent of social work students

hold bursaries and scholarships from the national and provincial Departments of Social Development, while Teacher Education students received bursaries from the Department of Education.

In the review year the Research Triangle Institute project funded 26 teachers from schools in the Vhembe District to study BSc in Mathematics and Science education at Univen.

Semi professional bands have developed in the Music Department. These band activities offer students national exposure in preparation for their professional careers. The Univen choir, trained at the school, continues to perform with distinction at various institutional activities.



During the year under review 811 students graduated, including six with doctorates, eight with masters and 29 with honours degrees.

The MER Mathivha Centre facilitated a memorandum of understanding between the University of Venda and the Great Zimbabwe University whereby Tshivenda and Xitsonga are being taught at that University.

The Centre also hosted the Southern African Folklore Society conference under the theme 'The search for a new Africa: folkloric expressions and the quest for transformation'.

The Department of Social Work and the Department of Social Development initiated the Masupa-Tsela Youth Pioneer Project - a programme of fast-tracking the training of social services professionals, similar to the training of Social Workers in Cuba. The Anthropology section assisted in declaring the Mapungubwe Cultural Landscape as a world heritage site.

The Department of Teacher Education is involved in the International Successful School Principals Project with international universities.

### School of Management Sciences

The School was held in high esteem when the Deputy Dean Prof AB Gyekye was part of a high level delegation of Univen and the University of Limpopo that met with the Limpopo Legislature. The theme was to discuss the role of tertiary institutions in the implementation of the provincial growth and development strategy.

Prof Gyekye also attended the Millennium Development Goals and the African Green Revolution conference in Norway, discussing the implementation of the eight goals in Africa, using the South African experience.

Staff members presented papers at various conferences, including a paper on An Activity Based Costing Approach to Financial Management in the Public Sector in South Africa: The case of the Buffalo City Municipality, at the Tshwane University of Technology.

Staff of the Department of Accounting and Auditing attended accounting update seminars organised by LexisNexis. This was to keep staff updated on accounting and auditing standards that change regularly.





## School of Law

During the year under review student enrolment for the three undergraduate qualifications offered at the School, continued to increase. Student registration for undergraduate programmes and qualifications increased from 1 366 to 1 463. Similarly the postgraduate enrolment increased to 13 in the honours and masters programmes.

Six undergraduate and postgraduate qualifications were offered - Baccalaureus Artium (Juris Criminalis), Baccalaureus, Artium (Legum), Baccalaureus Legum, Baccalaureus Artium Honoribus (Juris Criminalis), Masters in Criminal Justice 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 outreach agencies that complement its academic departments - the Ismail Mahomed Centre for Human and People's Rights and the Legal Aid Clinic.

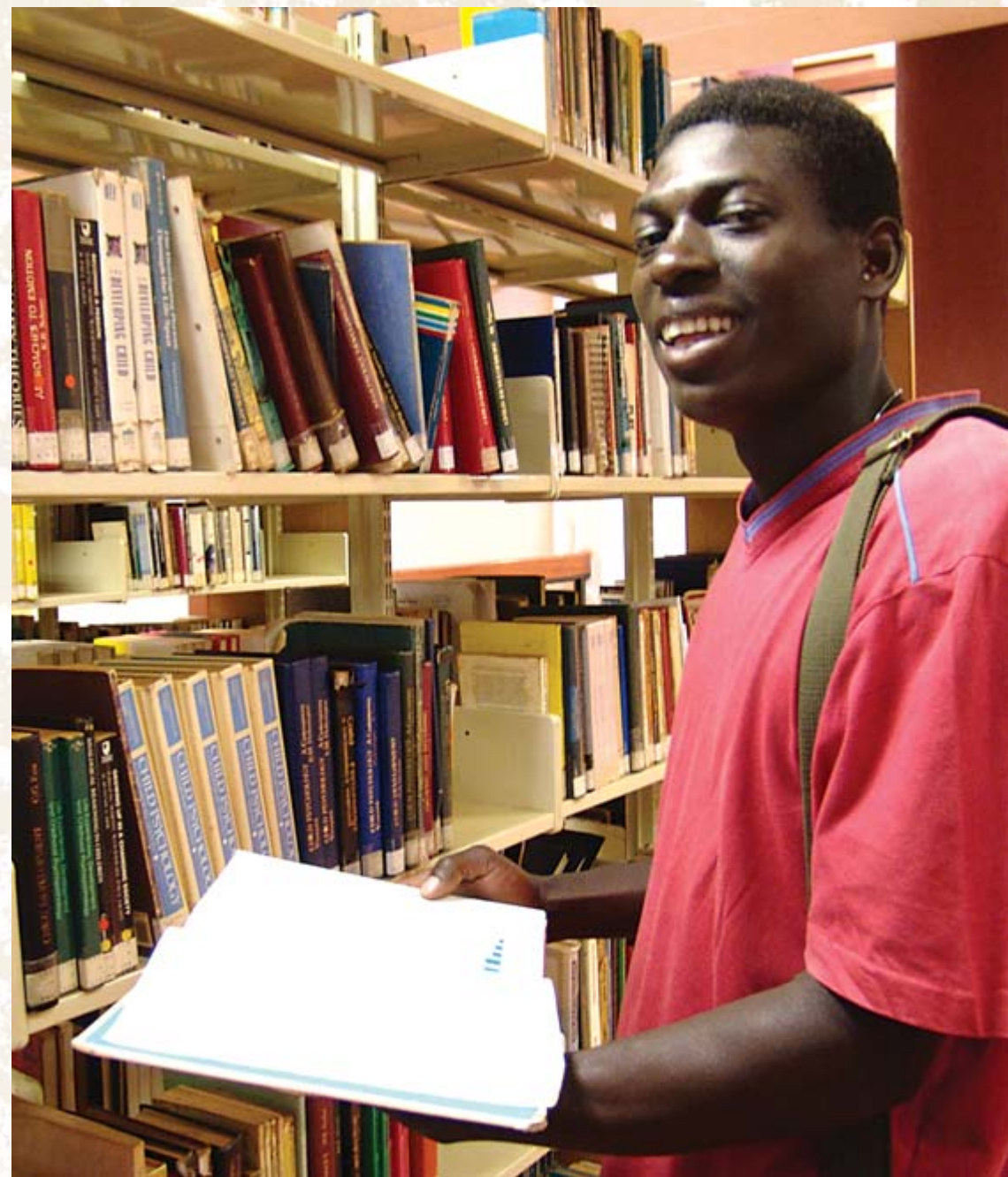
Academic highlights included the publication of a book by the school's Dr CJ Roelofse, 'The Challenges of Community Policing: A Management Perspective', which is being prescribed by other tertiary institutions, and the honorary law degree conferred on Deputy Judge President JB Shongwe of the Transvaal Provincial Division.

The School organised various public lectures - 'The Nature, Evolution and Operation of Socio-Economic Rights in the South African Constitution', 'Professional Ethics in the Legal Profession' and 'Best practices in handling discipline in the workplace'.

Staff members represented the School at conferences like the International Association of Law Schools at the Soochow University of Suzhou in China, the International Policy Executive Symposium in Dubai and the 7th World Congress of Constitutional law in Athens, Greece.

Community outreach programmes included assistance to the Musina community, the Thohoyandou Victim Empowerment Centre and the Ha-Dumasi Community Policing Forum. Students visited schools, prisons, hospitals and rural communities, presenting topics about their legal rights. This campaign was aimed at educating people about their rights.

Donors to the Law Clinic include the Attorneys Fidelity Fund, Oxfam Australia and the Department of Justice.





## Support services

### Sport and Recreation

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

Highlights included disabled athletes Sidwell Mathonsi and Khotatso Monjana winning silver in the wheelchair tennis competition in Belgium and the UK, Mpho Makonya being selected to the South African team for goal ball that participated at the All Africa Games in Algiers, two Univen soccer players being chosen for the South African Students Sports Union (SASSU) team, Vhonani Mapholi being chosen for the Limpopo under 21 netball team and the netball, rugby and cricket federation affiliation.



Univen netball affiliated to the Vhembe Region Netball Association while rugby affiliated to the Blue Bulls. This was also a valuable recruitment drive marketing the University to potential students.

Disabled students represented the University at tournaments hosted by Disabled Sport South Africa.

### Tshivenda Language Research and Development Centre

The Centre was established to develop Tshivenda and to ensure its public usage in important fields like law, commerce, education, politics and science and technology.

In the year under review the Centre undertook various projects like collecting books written in Tshivenda for local, provincial and national museums, identifying authors and compiling a database for organisations dealing with Tshivenda issues. Databases on Tshivenda authors, church leaders, Vhavenda tribal councils, chiefs and headmen were compiled.

The Centre has collected more than 800 books which are housed at the Mphephu Youth Leadership Centre.

In respect of the HIV/AIDS project aimed at providing and standardising Tshivenda equivalents of HIV/AIDS terms, the Centre hosted a consultative workshop and submitted a document of terms to the Department of Arts and Culture.

Various meetings for the Human, Social, Economic and Management Sciences (HSEMS) project to provide Tshivenda equivalents of



human, social, economic and management sciences terms, was held. The aim is to assist with tuition in Tshivenda.

The Centre's Manager, Professor NM Musehane published an anthology book of poems compiled by ten Venda authors entitled 'Dzhatsha la Vharendi'.

Staff members attended conferences like the National Language Forum, the Southern African Folklore Society, The Adjudication of South African Literary Awards and the Harmonisation of the Tshivenda Orthography.

### Library Services

With more than 37 percent increase in budget allocation for print information resources in the year under review, the library could purchase more resources.

Whilst there was a decline of one percent in book issues, full-text downloads from electronic databases increased. The increased usage of electronic resources is likely to continue impacting on the use of print resources.



The Library received a donation of R548 000 from PetroSA which will be used to purchase computer equipment to improve student access to the internet and to the library's electronic resources.

The Art Gallery and Cultural Centre, funded by the National Lottery Board, was completed. The Centre will offer tours, workshops on various aspects of the available cultural heritage and host exhibitions as well as indigenous cultural activities of the people of Limpopo.

## Resource Management and Planning

The Department of Resource Management and Planning is responsible for the

recruitment, training and development of human resources.

The demand for critical skills, the increased fluidity in the labour market and the general lack of skills and knowledge in South Africa have necessitated competition. In spite of these constraints, the University of Venda managed to attract high quality and skilled employees in various fields.

During the year under review, the University appointed 51 academic and support staff.

Skills shortages due to changes in technology, legislation, global, labour market competition as well as the socio-economic imperatives facing the higher education sector, have all created the need for continuous development and upgrading of skills in various fields.

The University has embarked on various



training and development interventions to enhance the capacity and competencies of its staff. No less than 188 staff members underwent training in the year under review.

## Information Technology Services

The University implemented a new computer network directory service called Active Directory. This service contains information about users, computers, printers, web servers, shared file resources and a range of other information about Univen's Information Technology environment.

The University's messaging system was moved from a Unix-based solution to Microsoft Exchange Server 2007. The project included the deployment of other technologies such as Windows 2003, R2 File and Print Server and Windows Server Update Services. The entire project was based on the Microsoft Solution Framework principles.

With the Campus Network Upgrade Project, a campus network was established to improve

reliability, provide faster data transfer speeds and increased security as well as increased growth potential to meet the changing needs of the campus community.

The project involved replacing all 10 megabytes per second hubs with high capacity switches. It also involved the upgrading of the campus backbone to ten giga bytes per second, while two giga bytes per second connections to all buildings were installed.

More than six hundred obsolete staff computers were replaced and more than 300 printers installed.

An access control system was installed at student residences and computer laboratories. The system entails turnstiles equipped with proximity card and biometry readers, providing dependable and cost-effective security.

A new 40Kva system was installed to counteract unexpected power failures. This resilient system was able to keep all systems running during power shedding.

In the review year three walk-in student computer laboratories with 260 computers, all with internet access, were established.

<i>Short courses</i>	<i>Female</i>	<i>Male</i>	<i>Black</i>	<i>White</i>	<i>Coloured</i>
Policy Development, Formulation and Audit	17	27	44	0	0
Mastering Minutes and Agenda	16	3	19	0	0
Positioning Messengers as an Integral Part of Registry and Transport	5	12	17	0	0
Best Practice First Aid and Emergency Management	1	2	3	0	0
Agro-ecology	0	1	0	1	0
<i>Skills programmes</i>	<i>Female</i>	<i>Male</i>	<i>Black</i>	<i>White</i>	<i>Coloured</i>
Strategic Leadership & Management Development Programme	7	8	15	0	0
Assessor Training	5	11	16	0	0
Design and Develop Learning Programme	11	8	19	0	0
Skills Development Facilitator	5	2	7	0	0
Understanding Systematic Reviews to Support Evidence Based Conservation	0	1		1	0
Redhat Certified Engineer	0	1	1	0	0
Adult Basic Education and Training (ABET)	35	11	46	0	0
<b>Total number of employees trained: 188</b>					



## Public Relations and Development

The Department is tasked to build the University's national and international image, market the academic programmes and raise funds in accordance with the needs, strategic objectives and plans of the University.

The Department participated in no less than 28 career exhibitions during the reporting year. These included exhibitions at the Jerusalem Secondary School in Hazyview, the Mapulaneng Multipurpose Centre in Bushbuckridge, the University of North West's Mafikeng campus, the Polokwane Show, the University of Fort Hare in Alice, the Gaborone Careers Exhibition, the Rand Show and at the annual Univen Careers Exhibition.

In the year under review the Office of the Convocation and Alumni took over the responsibility of communicating, initiating activities and executing public relations programmes with graduates of Univen.

The aims of the alumni office include uniting alumni, friends of the University, parents and students, attracting and assisting prospective students to enrol at Univen and assisting in resource mobilisation. The alumni office has established regional chapters in Gauteng and in Limpopo. The establishment of the Mpumalanga and Cape Town chapter is underway. School-based alumni chapters are also being initiated, with the School of Agriculture alumni being the pioneers in this regard.

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 alumni office has joined hands with the Foundation, promoting the capital campaign, aimed at mobilising resources for the University. The campaign was launched in Johannesburg in October 2007 with the aim of raising R1 billion. The funds raised will fund academic buildings and residences and learning equipment.

The Department was also responsible for organising various other activities like the official opening of the University, the orientation programme and the two graduation ceremonies.

The Media and Publications Section plays a major role in informing and educating University staff and students and their strategic

stakeholders. It caters for the communication needs of the University's business areas by producing a wide range of products such as news releases, flyers, brochures, posters and banners.

The Section liaises with the media and always maintains and sustains good relationships. The University gained huge 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 advertising to publicise or inform strategic stakeholders about the programmes and services rendered by the University.







### Univen Radio

Univen Radio celebrated a decade of broadcasting on 5 September 2007. With a listenership of 130 000, Univen Radio is the biggest community radio station in Limpopo.

It has a 50 km broadcasting radius which covers areas like the Vhembe and Mopani District Municipalities and north of the Kruger National Park.

The station caters for listeners between 12 and 35 year old, with a secondary listenership group of above 35 years.

It broadcasts from 05:00 to midnight every day in Tshivenda, Sepedi, Xitsonga and English.

### Quality Assurance and Promotion

The establishment of the Directorate of Quality Assurance and Promotion allowed the University to give focused attention to the promotion and monitoring of quality.

The primary objective is to raise the standards of academic and administrative performance of the University to meet national and international standards. To achieve this, quality assurance strategies at all levels and sections have been implemented, strategies have been developed to prepare the University for the HEQC institutional audits, monitoring and evaluation systems have been improved, national and international benchmarking has been promoted and performance management systems, employment contracts and rewards and penalties systems have been implemented.

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 Committee (HEQC) audits, it will remain critical in Univen's operations in the next three years. The quality assurance programmes at the university passed the four main phases of planning, implementation, monitoring and evaluation.

Since the inception of the South Africa-Finland Cooperation Programme the Directorate has instilled a process of records and document management and review and programme development, completed the Institutionalisation of quality assurance and promotion and refined academic policies and benchmarking.

The Directorate organised several workshops to among others, create awareness in the wider university community about quality and also introduce the HEQC institutional audit criteria in preparation of the University for the audits in 2010. Workshops on programme review and development were presented for deputy deans and academic heads of



departments, while staff members attended a workshop on records and document management, facilitated by The South African Quality Institute.

High on the Directorate's future agenda is the implementation of student quality literacy. As the Directorate prepares for the institutional audits in 2010, the University community will be engaged in various projects such as a programme portfolio review, where all the programmes offered will be subjected to a review on relevance and viability.



# Annual financial review - For the year ended 31 December 2007

## Report of the 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 public institutions are the trustees of public resources and as such they are accountable and have a fiduciary responsibility for the manner in which they deliver the services for which they are responsible.

Even though the activities of public higher education institutions are not governed by the Public Finance Management Act, it forms the basis and framework on which all financial activities can be directed.

During the previous financial year the University received R159,665 million from the Department of Education.

The amount was for backlog maintenance on existing infrastructure - R117,2m, information technology infrastructure - R14,665m and a recapitalisation grant for the redemption of Development Bank of Southern Africa loans of R27,8m.

On 31 December 2007 the balance remaining as unspent was R57,150m.

Work continues apace and the projects for the remaining funds should all be completed in the 2008 financial year.

Key features of the financial results were:

1. The overall operating surplus for the year under review stands at R64,743 (2006 - R64,391) million. The unrestricted Council controlled surplus has increased from R23,818 to R26,066 million, while the restricted funds surplus decreased from R43,512 million to R28,406 million.
2. The income increased by 17 % from R313 million in 2006 to R366 million in 2007. The increase can be attributed to the Department of Education's financial support for recapitalisation of the balance sheet, upgrading of infrastructure and information communications technology needs as well as increase in tuition fees.
3. The introduction of International Accounting Standard 39 requires disclosure of fair value of financial instruments, and as a result the two investments held with SAGE realised additional value of R7,373 million to R46,287 million.
4. The overall expenditure for Council controlled recurrent expenditure increased by 11%. Of this total, personnel expenditure increased by 7% year on year.
5. Financial support of R57,2 million was provided to financially needy and academically deserving students as opposed to R53,5 million in 2006. The increase in support can be attributed to the National Students Financial Aid Scheme which amounted to R41,5 million in 2007.



6. An improvement in the University's net cash position of R28, 535 million is an indication that cash management has continued to be a management priority.

The University's balance sheet reflects these operating results:

1. Total borrowings decreased by about 10% to R37,663 million.
2. Overall current liabilities increased by 4,6% from R178,576 million to R186,890 million of which the largest component was the deferred income of R133, 278

million in 2007 and R125, 659 million in 2006 received from the Department of Education for the recovery plan.

3. The provision for doubtful student debts was increased by R1, 525 million in 2007 compared to R2,027 million for 2006.

The financial management activities of the University supports 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.



## Annual financial review - For the year ended 31 December 2007

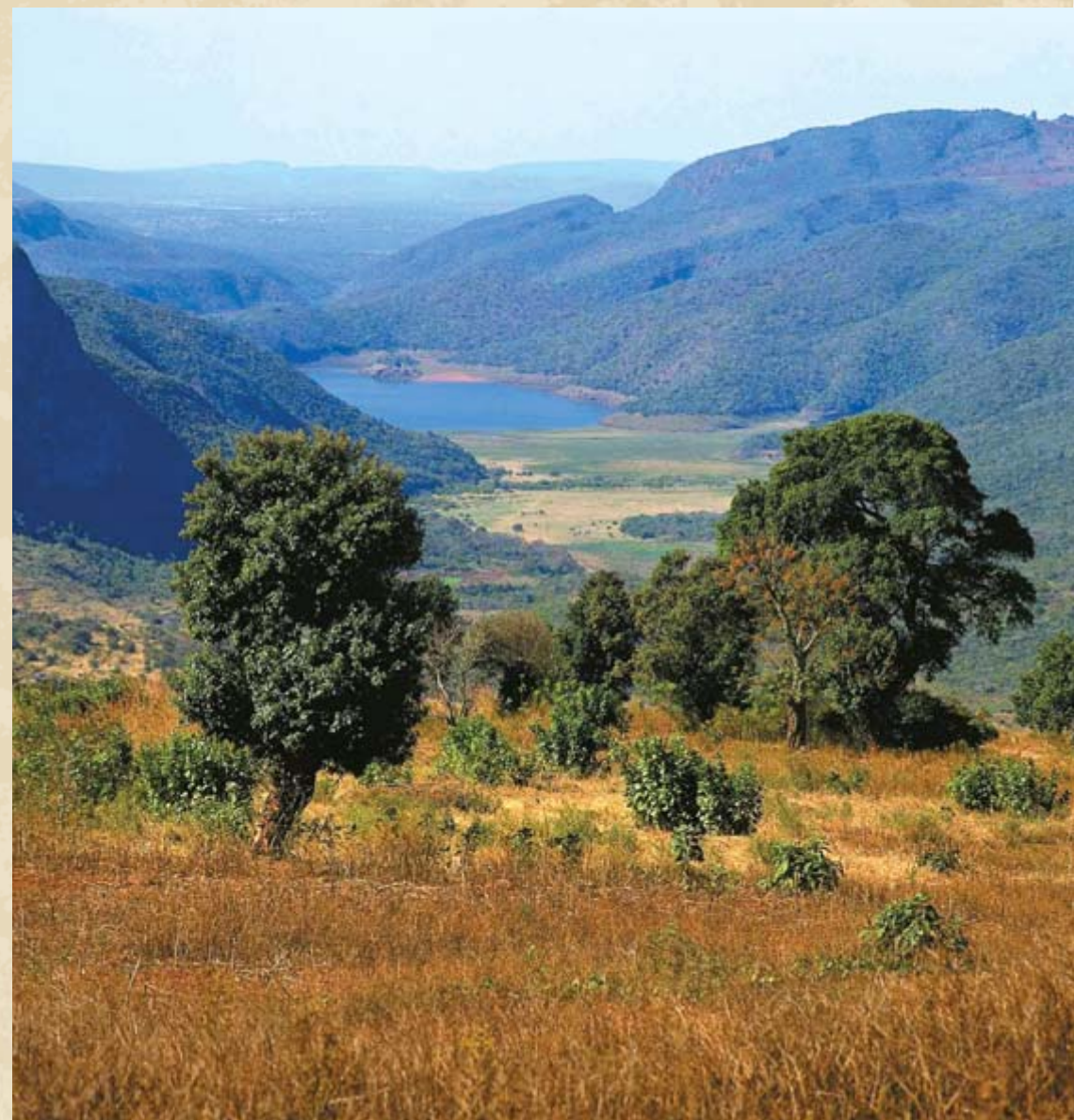
To this end, the University's Finance Committee will continue its focus on these key issues:

- Identifying effective strategies and maintenance of some existing control measures that appropriately respond to and mitigate the incidence and impact of major risks.
- Considering the cost of controls relative to the benefits obtained in managing the related risks.
- Continuing to build awareness among 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.
- Continuing to develop and formulate investment policies that will:
  - reflect an appropriate risk-return profile as well as the need for liquidity and income generation.
  - determine the proportion of the total investment fund allocated to higher risk (equity) as opposed to low risk assets (cash equivalents or simply cash), which is the most fundamental means of controlling investment risk.
- Enabling the University to deal with the impact of currency fluctuations on costs that are denominated in other currencies, including library materials and the ability of staff to remain abreast of international trends through conference attendance.

- Creating the capacity for proper planned renewal and maintenance of campus facilities, and, in particular, the ongoing development of the academic and residence infrastructure.
- Enhancing 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.
- Instituting internal control systems that preserve confidentiality, integrity and accessibility of University information.
- Strengthening the Internal Debt Collection Unit to effectively, efficiently and optimally recover student debts within a reasonable time.

The results for the year were made possible by Council's adoption of rigorous budgetary control, and the support this received from the University Management and the broader University community.

This is the sixth consecutive unqualified annual report in the history of the University. While these results are pleasing and encouraging, the need to build a sustainable balance between income and expenditure still exists and academics are always encouraged to attract funds from external sources.





# Annual financial review - For the year ended 31 December 2007

## 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 2007, 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 regulations for reporting by Higher Education Institutions 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, implement-

ing 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 2007, and its financial performance and cash flows for the year then ended in accordance with South African Statements of Generally Accepted Accounting Practice regulations for reporting by Higher Education Institutions 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  
Registered Auditor

Per: CH van der Walt  
Chartered Accountants (SA)  
Registered Auditors  
Polokwane  
27 June 2008





## Annual financial review - Balance sheet for the year ended 31 December 2007

	2007 R ' 000	2007 R ' 000	2006 R ' 000	2006 R ' 000
<b>Assets</b>		<b>710,843</b>		<b>580,601</b>
<b>Non-current assets</b>		<b>460,666</b>		<b>388,212</b>
Property, plant and equipment	405,504		340,945	
Investments	55,162		47,267	
<b>Current assets</b>		<b>250,177</b>		<b>192,389</b>
Inventories	812		1,096	
Accounts receivable	88,921		59,509	
Student fees	48,706		43,653	
Other amounts	40,215		15,856	
Cash and cash equivalents	160,444		131,784	
<b>Equity and liabilities</b>		<b>710,843</b>		<b>580,601</b>
<b>Funds and reserves</b>		<b>407,294</b>		<b>333,245</b>
Restricted use funds	66,527		38,121	
Unrestricted use funds - education and general	158,034		118,525	
Asset revaluation reserve	182,733		176,599	
<b>Non-current liabilities</b>		<b>116,659</b>		<b>68,780</b>
Borrowings - Interest bearing	37,663		41,757	
Employee benefits	21,967		19,817	
Deferred income	57,029		7,206	
<b>Current liabilities</b>		<b>186,890</b>		<b>178,576</b>
Accounts payable	180,076		169,593	
Current portion of borrowings	6,659		8,953	
Bank overdraft	155		30	



## Annual financial review - Income statement for the year ended 31 December 2007

	2007					2006
	Council Controlled Unrestricted	Specifically funded activities Restricted	Sub-total	Student and staff accommodation Unrestricted	Total	Total
	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000	R ' 000
<b>Total income</b>	305 816	47 638	353 454	12 261	365 715	339 840
<b>Recurrent items</b>	305,816	47,638	353,454	12,261	365,715	313,118
State appropriations - Subsidies and grants	143,550	24,628	168,178	-	168,178	151,140
Tuition and other fee income	134,675	520	135,195	12,261	147,456	119,264
Income from contracts						
For research	-	18,885	18,885	-	18,885	15,575
For other activities	2,867	1,404	4,271	-	4,271	6,625
Sales of goods and services	2,114	-	2,114	-	2,114	1,924
Private gifts and grants	567	1,826	2,393	-	2,393	4,482
Sub-total	283,773	47,263	331,036	12,261	343,297	299,010
Interest and dividends	14,264	259	14,523	-	14,523	7,157
Fair value adjustments on financial instruments	7,779	116	7,895	-	7,895	6,951
<b>Non-recurrent items</b>	-	-	-	-	-	26,722
Income grant	-	-	-	-	-	26,700
Profit on disposal of property, plant and equipment	-	-	-	-	-	22
<b>Total expenditure</b>	276,780	19,232	296,012	4,960	300,972	275,449
<b>Recurrent items</b>	276,780	19,232	296,012	4,960	300,972	275,449
Personnel	163,536	6,141	169,677	2,970	172,647	163,854
Academic professional	87,223	6,141	93,364	-	93,364	85,335
Other personnel	70,956	-	70,956	2,970	73,926	68,234
Leave pay expenditure	5,357	-	5,357	-	5,357	10,285
Other current operating expenses	89,285	13,091	102,376	1,990	104,366	88,562
Depreciation	15,895	-	15,895	-	15,895	11,862
Sub-total	105,180	13,091	118,271	1,990	120,261	100,424
Finance costs	8,064	-	8,064	-	8,064	11,171
<b>Surplus</b>	29,036	28,406	57,442	7,301	64,743	64,391



## Annual financial review - Statement of changes in funds for the year ended 31 December 2007

	Restricted use funds R'000	Unrestricted use funds R'000	Asset revaluation reserve R'000	Recapitalisation reserve R'000	Total R'000
<b>2006</b>					
Balance at 1 January 2006 as previously disclosed	7,932	85,183	179,634	-	272,749
Change of accounting policy	(4,447)				(4,447)
Restated opening balance	3,485	85,183	179,634	-	268,302
Transfer from asset fund	-	3,587	(3,587)	-	-
Revaluation of assets	-	-	552	-	552
Surplus for the year	34,636	29,755	-	-	64,391
Net transfers from income statement	-	-	-	-	-
Balance at 31 December 2006	38,121	118,525	176,599	-	333,245
<b>2007</b>					
Balance 1 January 2007 as previously reported	50,379	118,525	176,599	120,607	466,110
Change in accounting policy	(12,258)			(120,607)	(132,865)
Restated opening balance	38,121	118,525	176,599	-	333,245
Transfer from asset fund	-	3,172	(3,172)	-	-
Revaluation of assets	-	-	9,306	-	9,306
Surplus for the year	28,406	36,337	-	-	64,743
Net transfers (to) from income statement	-	-	-	-	-
Balance at 31 December 2007	66,527	158,034	182,733	-	407,294



## Annual financial review - Cashflow statement for the year ended 31 December 2007

	2007 R ' 000	2006 R ' 000
<b>Cash flows from operating activities</b>		
Cash received from operations	357,820	332,889
Cash paid to suppliers and personnel	(308,032)	(162,911)
Cash retained from operations	49,788	169,978
Investment income	14,523	7,157
Finance cost	(8,064)	(11,171)
<b>Net cash flow from operating activities</b>	56,247	165,964
<b>Cash flows from investing activities</b>		
Acquisition of property plant and equipment	(71,147)	(21,269)
Proceeds on disposals of property plant and equipment	-	22
<b>Net cash flow from investing activities</b>	(71 147)	(21 247)
<b>Cash flows from financing activities</b>		
Increase in deferred income	49,823	2,759
Decrease in long term liabilities	(6,388)	(33,889)
<b>Net cash flow from financing activities</b>	43 435	(31 130)
<b>Increase in cash and cash equivalents</b>	28 535	113 587
<b>Cash and cash equivalents at beginning of year</b>	131 754	18 167
<b>Cash and cash equivalents at end of year</b>	160 289	131 754



# *University of Venda*

Private Bag X5050 Thohoyandou 0950

Limpopo Province of South Africa

Tel: 015 962 8000

Fax: 015 962 8494

[www.univen.ac.za](http://www.univen.ac.za)





*a year of growth*

Produced by the Department of  
Public Relations and Development

Tel: 015 962 8525

Fax: 015 962 8494

E-mail: [prd@univen.ac.za](mailto:prd@univen.ac.za)