



# SOL PLAATJE UNIVERSITY

# ANNUAL REPORT 2017



# **SOL PLAATJE UNIVERSITY ANNUAL REPORT 2017**

**For the year ended 31 December 2017**





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## GLOSSARY OF TERMS, ABBREVIATIONS AND ACRONYMS

Act	The Higher Education Act, 1997 (Act No 101 of 1997), as amended
Annual Report	Each public higher education institution must produce an Annual Report (as well as an annual Mid-Year report), which provides information on the performance of the institution for the preceding financial year and which must be signed by the Chairperson of Council and the Vice-Chancellor and Principal
ARMC	Audit and Risk Management Committee of Council
Audited	Means audited in accordance with International Standards on Auditing, as issued by the International Auditing and Assurance Standards Board (IAASB), and the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004)
Auditor	Any person registered as such in terms of the Auditing Profession Act, 2005 (Act No. 26 of 2005)
BA	Bachelor of Arts
BANKSETA	Banking Sector Education and Training Authority
BBA	Bachelor of Business Administration
B-BBEE	Broad-Based Black Economic Empowerment
BCom	Bachelor of Commerce
BCompt	Bachelor of Accounting Sciences
BEEd	Bachelor of Education
BJourn	Bachelor of Arts (BA) in Journalism
BJuris	Bachelor of Jurisprudence
BProc	Bachelor of Procuratoris (South Africa)
BSc	Bachelor of Science
CA	Chartered Accountant
CHE	Council on Higher Education
CIDB	Construction Industry Development Board, Act 56 of 2000
Council	The governing body of the University and the body as contemplated in terms of paragraph 9 of the Standard Institutional Statute
Council-controlled funds	Total of all funds, both encumbered and unrestricted, that are under the control of the Council, but does not include restricted funds
CPUT	Cape Peninsula University of Technology
CSIP	Construction Supplier/Subcontractor Incubation Project
Designated funds	Funds under the control of Council, designated or earmarked for specific purposes by Council
DHET	Department of Higher Education and Training
DIC	Diploma of Imperial College
DIP (also Dip)	Diploma
DVC	Deputy Vice-Chancellor
ETDP SETA	Education, Training and Development Practices Sector Education and Training Authority
EXCO	Executive Committee of Council

# GLOSSARY OF TERMS, ABBREVIATIONS AND ACRONYMS

(Continued)

Executive Management (also 'Executive')	The employees of a public higher education institution designated as such in its Institutional Statute (or the Standard Institutional Statute, as applicable), and includes without limitation the Vice-Chancellor and Principal, Deputy Vice-Chancellor(s), University Registrar and Executive Officials
Financial year	A year commencing on the 1st January and ending on the 31st December (also 'Academic Year'), and also the period covered by the Annual Report
HEQC	Higher Education Quality Committee
IAC	Insourcing Advisory Committee
IAS	International Accounting Standards
ICT	Information and Communication Technology
IF	Institutional Forum
IFRIC	International Financial Reporting Interpretations Committee
IFRS	International Financial Reporting Standards, as issued by the International Accounting Standards Boards (IASB)
King III	King Report on Corporate Governance in South Africa, 2009, together with the King Code of Corporate Governance
LLB	Bachelor of Laws
LLM	Master of Laws
MA	Master of Arts
MBA	Master of Business Administration
MPA	Master of Public Administration
MSc	Master of Science
NAS	School of Natural and Applied Sciences
NIHE-NC	National Institute for Higher Education – Northern Cape
NSFAS	National Student Financial Aid Scheme
NWU	North-West University
OHSE	Occupational Health, Safety and Environment
PGDip	Postgraduate Diploma
Regulations	Regulations for Reporting by Public Higher Education Institutions, in terms of section 41, read with section 69 of the Higher Education Act, 1997 (Act No. 101 of 1997), as amended, and as published in Government Notice No. R464, issued on 9 June 2014
Restricted Funds	Those funds of a public higher education institution that may be used only for the purposes that have been specified in legally binding terms by the provider of such funds or by another legally empowered person
RGA	Registered Government Auditor
SAIDE	South African Institute for Distance Education
SAIGA	Southern African Institute of Government Auditors
SETA	Sector Education Training Authority



## GLOSSARY OF TERMS, ABBREVIATIONS AND ACRONYMS

(Continued)

SPU (also 'the University')	Sol Plaatje University
SRC	Students' Representative Council
TUT	Tshwane University of Technology
UCT	University of Cape Town
UFH	University of Fort Hare
UFS	University of the Free State
UKZN	University of KwaZulu-Natal
UNIBO	University of Bophutatswana
UNISA	University of South Africa
UNIZULU	University of Zululand
Unrestricted funds	Funds that fall within the control of the Council and do not include restricted funds or designated funds
UP	University of Pretoria
UPenn	University of Pennsylvania (USA)
UT	University of Toledo (USA)
UWC	University of the Western Cape
Vice-Chancellor (also VC)	The Chief Executive and Accounting Officer of a public higher education institution, as contemplated in terms of section 30 of the Act, and includes the term Principal
W&R SETA	Wholesale and Retail Sector Education and Training Authority
WITS	University of the Witwatersrand, Johannesburg

## REGISTERED ADDRESS:

### POSTAL ADDRESS

Sol Plaatje University

Private Bag X5008

**KIMBERLEY**

8300

### STREET ADDRESS

Sol Plaatje University

C/O Chapel and Angel Streets

**KIMBERLEY**

8301



# SECTION ONE: GOVERNANCE







# SECTION ONE: GOVERNANCE

## 1.1 Introduction

Sol Plaatje University completed its fourth academic year in 2017 and this report presents the institutional, academic and operational development and performance of our University over the year. The report covers four broad areas of the operation of the University:

- governance and institutional capacity development;
- academic performance in enrolments, academic programme implementation and student development and performance;
- development of infrastructure and facilities to support growth of the University; and
- financial management, performance and sustainability.

The Council of the University was strengthened by the appointment of new external members and functioned well during 2017. Importantly, Council received approval for the first Sol Plaatje University Institutional Statute which was gazetted in March 2017. This allowed the University to transition from the generic Standard Institutional Statute, developed by the DHET as a basis for establishing new universities, to a new statute that better represents the institutional and structural arrangements that our University sees for itself.

Good progress was made with Phase II of the new construction work on the Central and South campuses, including the refurbishment of a new residence on the South Campus. After transfer of the operational functions from WITS, the financial management and procurement process for infrastructure were strengthened at SPU during 2017, including the processes for handover and internal maintenance of completed buildings. Timely completion of the new teacher education building on the Central Campus increased the availability of our academic teaching and office spaces, allowing us to enrol 1 039 students in 2017. This was below our intended target of 1 200 students and the shortfall was mainly due to insufficient new entry students who met the academic entry requirements.

No new academic programmes were introduced at SPU during 2017. Following the very rapid growth of academic

programmes up to 2016, we used the 2017 academic year to consolidate the existing programmes through internal and external quality reviews, assessment of the academic coherence of the programmes with realignment where necessary and a review of the teaching arrangements. The formative degrees (BA, BSc and BCom), first introduced in 2016, have been successfully implemented and teaching arrangements for the second year of study in these programmes were suitably implemented.

As with higher education institutions across the country, student protests on the matter of fees and access for poor and working-class students continued at SPU during 2017. However, our students were more positively engaging during the year and much of the focus of this engagement was directed at the national level. No property was damaged during the protest action although we lost around three (3) teaching days in the 3rd quarter of the academic year. Staff and student efforts again ensured that we were able to complete the academic year in good time. At the national level, the matter was significantly resolved by the Presidential announcement in December 2017 that the State would provide funding for academically deserving students with a household income of less than R350 000 per annum.

***“The formative degrees (BA, BSc and BCom), first introduced in 2016, have been successfully implemented...”***

The lack of management capacity at SPU remained a problem and we were again unsuccessful in appointing a Deputy Vice-Chancellor: Academic in 2017. This search will continue. Council also approved the post of a Chief Financial Officer to head the Finance Division and the selection process was started late in 2017.

The ongoing 50% growth in student enrolments and the expansion of teaching needs as students entered higher years of study in their programmes, required concomitant growth in staff capacity. Staff complements grew to 95 academic and 78 administrative members by the end of 2017 and operational administrative systems were increasingly consolidated. The challenges of rapid growth and maturity still face the University into the future, but we remain confident that the growing capacity will make for a resilient SPU that can respond to the challenges without losing sight of the need to provide good quality higher education to our students.



## 1.2 Report by the Chairperson of Council (Judge Yvonne Mokgoro)



Governance and proper oversight continued to be a strong focus in the development of Sol Plaatje University during 2017. Members of Council have been individually and collectively aware of the importance of governance oversight in growing and defending our young and emerging University. This

awareness has helped to sustain a functional Council that was able to rise to the challenge of its mandate. Members of Council continue to be dedicated and enthusiastic in their contribution to this fourth academic year of the development of the new University.

Council members remained committed to the vision of the University as an institution of higher learning that strives to provide good quality education to its students and a stimulating workplace to its staff in a nurturing and caring environment. Council also supported the idea of the University as a knowledge partner in collaboration with National, Provincial and Local Government, and the private sector in the region in terms of human development initiatives. In acknowledging its role as the highest governance structure at the University, Council sought to give expression to this vision and commitment through developing, supporting and sustaining an operational Sol Plaatje University that is properly governed and managed and appropriately resourced.

The student protest action around university fees, access for poor students and institutional transformation that started in 2015, continued into 2017 – although at a much lower level of intensity. At national level, initiatives by civil society, student formations and government, which were aimed at addressing the concerns and encouraging dialogue, helped significantly to diffuse tension. We believe that this allowed teaching and learning to continue more smoothly at SPU in 2017. Some protest action, however, was related to the implementation of the interim financial measures by the DHET and this resulted in a loss of around three (3) teaching days. Council has been seized with this on-going problem and has worked hard to keep the channels of communication with students open and to respond with empathy in decisions that affect the wellbeing of our staff and students.

Council was pleased to see the first cohort of Bachelor's Degree graduates to emerge from SPU at the end of the 2017 academic year. In particular, Council commended

***“Governance and proper oversight continued to be a strong focus in the development of Sol Plaatje University during 2017.”***

the graduating students on the excellence of their academic performance based on the very high proportion of students who completed their studies in the minimum time, and the sustained high course pass rates that our student cohorts have achieved.

Council provided positive and supportive oversight to the continuing large infrastructure development programme at SPU. The transition of management and oversight from WITS to SPU has worked well and Council is largely satisfied that the necessary capacity is in place for managing this important part of the development of the University. Council was also particularly grateful for the positive support that SPU continues to receive from the Sol Plaatje Municipality and the Provincial Government in the infrastructure and academic development of our University.

***“Council was pleased to see the first cohort of Bachelor's Degree graduates to emerge from SPU at the end of the 2017 academic year.”***

The general financial management, human resource development and growth in institutional capacity have worked well in 2017. Following the approval of the SPU Institutional Statute, necessary supporting policies and procedures were developed and approved at Council level on a priority basis. This process will continue into the future as SPU makes the transition from the Standard Institutional Statute to the approved SPU Institutional Statute. As regards the consolidation and development of the academic programme, Council was pleased to note the establishment of the Office for Academic Planning and Programme Development, as well as the appointment of the Head of the Office. However, Council was concerned at the continued inability of SPU to attract a suitable candidate to fill the position of the Deputy Vice-Chancellor: Academic. This is an important capacity need and Council plans to continue its efforts to suitably fill the position.

On behalf of the Council of Sol Plaatje University, I express our sincere gratitude to all staff, students, government as a whole and the surrounding communities for their committed participation in the development of this University which has become a source of much pride to all of us.

**JUDGE YVONNE MOKGORO**  
CHAIR OF COUNCIL

20 August 2018

### 1.3 Performance Assessment Report

This Annual Report addresses matters of governance, management and academic activities and reports on the developments and achievements which indicate progress of the University towards attaining the goals as envisaged in the establishment of the Institution. It is prepared in compliance with the requirements of Chapter 3 of the Manual for Annual Reporting of Higher Education Institutions. The University is aware of and strives to abide by the general principles of governance as outlined in the King III Report on Governance.

Sol Plaatje University (SPU) was formally established through the publication of Government Gazette Number 36771 on 23 August 2013. This report presents a consolidation of activities as appropriate to the progress of the new University during 2017 – the fourth academic year in the existence of SPU. The report considers the important performance matters at the University, including the academic performance and progression of our students, growing the academic capacity for higher level teaching on academic programmes and further developing the governance, institutional capacity and operational structures of the University.

Good governance principles demand that reporting of this nature integrates concepts of sustainability and social transformation. SPU is committed to this approach in its annual reporting and strives to ensure that such becomes a normal part of the way in which our University will respond to general expectations of accountability in all that it does.

This Annual Report covers the operations of the University at a time when systems and processes are constantly evolving and being further consolidated. During 2017, all necessary Governance and oversight structures were firmly in place and the University operated with a Strategic Plan and an Annual Performance Plan approved by Council and submitted to the DHET.

The University operated under the governance oversight of a properly constituted and functional Council. In its operation, the Council worked in accordance with the Standard Institutional Statute (SIS) and in the latter part of 2017, adjusted its processes and structures in accordance with such SPU Institutional Statute, as approved by the Minister of Higher Education and Training in March 2017.

In this development consolidation phase of the new Sol Plaatje University, the important strategic goals and objectives for the 2017 period were:

- Consolidate and review curriculum design, programme development and delivery;
- Ensure student-focused Teaching and Learning;
- Develop academic quality assurance systems;
- Establish research thrusts for the University;
- Promote critically engaged scholarship through community engagement;
- Promote a culturally diverse and inclusive student body and faculty;
- Ensure effective student support and wellbeing;
- Provide a healthy, safe, secure and vibrant university environment integrated into the city;
- Develop a service-focused administration;
- Develop human capital for academic and administrative function of the University;
- Ensure financial sustainability;
- Provide access to infrastructure, facilities and Information, Communication and Networking Technologies (ICTs);
- Manage the reputation of the University; and
- Provide effective support services

Council is satisfied that these goals and objectives were suitably met and has not during 2017 had cause to raise concerns on any particular aspect of the performance and operation of the University.

***“Good governance principles demand that reporting of this nature integrates concepts of sustainability and social transformation.”***

AS AT 31 DECEMBER 2017



**JUDGE YVONNE MOKGORO**  
CHAIR OF COUNCIL

20 August 2018



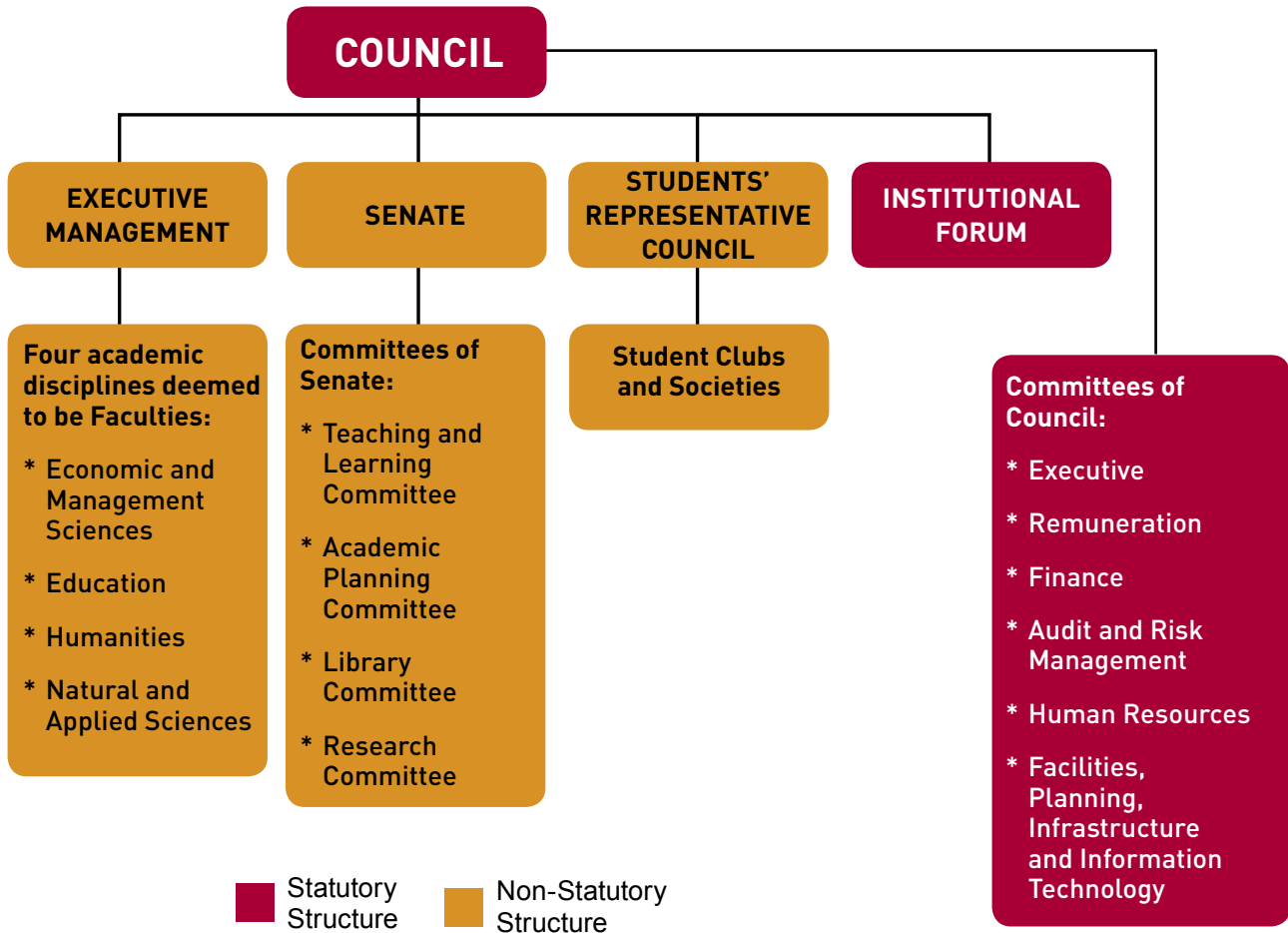
**PROF YUNUS BALLIM**  
VICE-CHANCELLOR AND PRINCIPAL

## 1.4 Council Statement on Governance

### 1.4.1 Governance and Operations

The principal for governance and reporting structures at SPU are indicated in Figure 1.1 below.

**Figure 1.1: Governance and Operations**



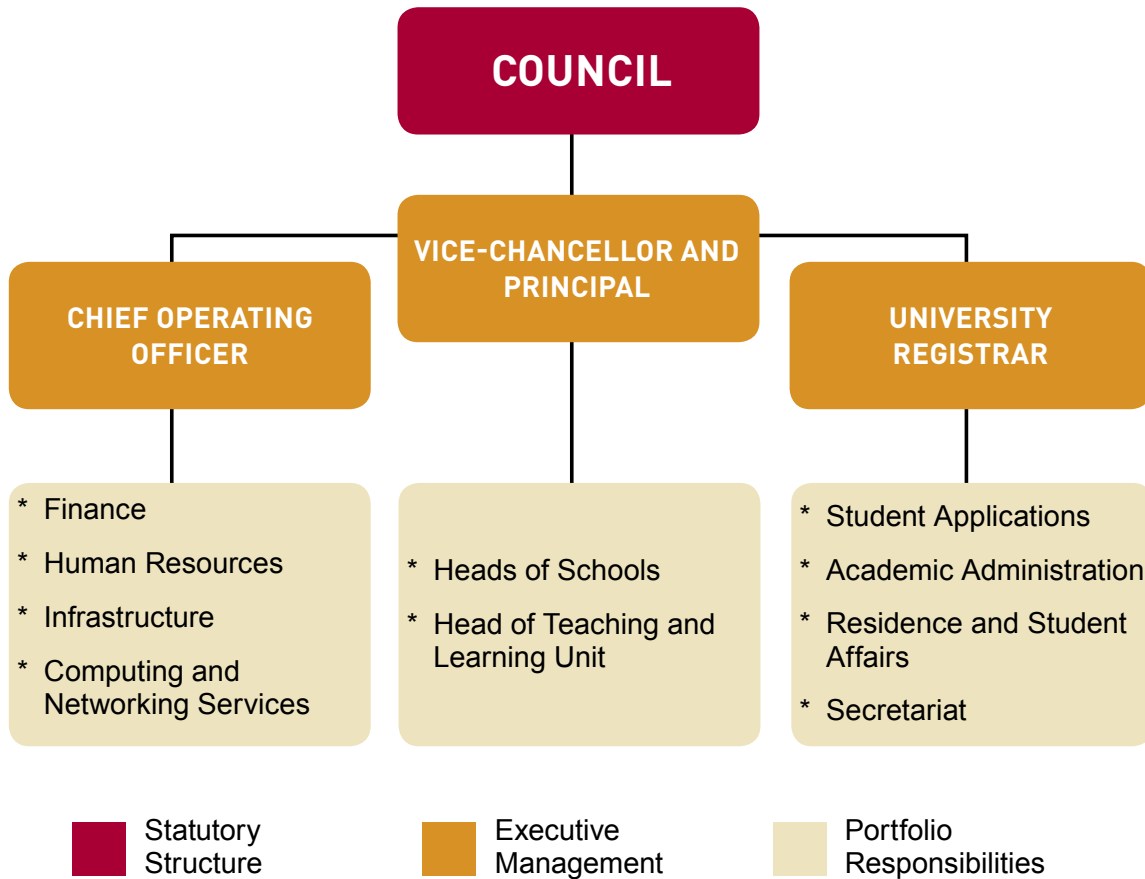


The following points should be noted in regard to this structure:

- Student protest action in the latter part of 2016 caused a delay in constituting the 2017 SRC with associated effects on induction and preparation of the new SRC. Nevertheless, the SRC was properly represented on our institutional structures and participated fully in their deliberations.
- As anticipated, promulgation of the amended Higher Education Act during the early part of 2017, confirmed and strengthened the role of the Institutional Forum as a part of the governance structure at universities. The Institutional Forum at SPU has engaged with this issue and has actively participated in the DHET project to improve the effectiveness of the Institutional Forum at universities.
- The membership of Council was strengthened by the addition of Mr Tshepo Bloom as a ministerial appointee and Mr Latief Kimmie as a Council appointee. Mr Bloom is the Municipal Manager of Naledi Municipality in Kuruman and Mr Kimmie, a Chartered Accountant, previously served as a co-opted member of the Finance Committee of our Council.

The reporting structure for management and operations at SPU, were as shown in Figure 1.2 below. This figure also indicates the portfolio responsibilities of each of the three Senior Executive members.

**Figure 1.2: Management and Report Structures**



## SOL PLAATJE UNIVERSITY CHANCELLOR



**JUDGE S MAJIEDT**  
*Chancellor*

## EXTERNAL MEMBERS OF COUNCIL – 2017



**JUDGE JY MOKGORO**  
*Chair: Council, EXCO  
 and REMCO*



**MS JA GLENNIE**  
*Deputy Chair: Council,  
 REMCO, EXCO and  
 ARMC*



**MR GH AKHARWARAY**  
*Member: EXCO,  
 Interim Chair: FPIITC;  
 Deputy Chair: FINCO*



**MR RH CLARKSON**  
*Member: EXCO;  
 Chair: FINCO*



**JUDGE MV PHATSHOANE**  
*Member: EXCO  
 and REMCO;  
 Chair: HRC*



**MR AL KIMMIE**  
*Member: EXCO;  
 Chair: ARMC*

### KEY TO COMMITTEES OF COUNCIL

- ARMC: Audit and Risk Management Committee
- EXCO: Executive Committee
- FINCO: Finance Committee
- FPIITC: Facilities, Planning, Infrastructure and Information Technology Committee
- REMCO: Remuneration Committee
- IF: Institutional Forum



**MR TM BLOOM**  
Member: FPIITC



**MR AN MADONSELA**  
Deputy Chair: FINCO and HRC



**MR JJ MUTYORAUTA**  
Member: HRC, IF and Senate



**MR ACG MOLUSI**  
Member: HRC



**MR HM NDZILILI**  
Deputy Chair: FPIITC



**Mrs BMS BLOEM**  
Member: ARMC;  
Chair: IF



**DR YG MUTHIEN**  
Member: FPIITC



**PROF Y BALLIM**  
Vice-Chancellor and Principal

## EXTERNAL MEMBERS OF COMMITTEES OF COUNCIL



**MR BA DAMES**  
External Member: FINCO



**MR BM WAINSTEIN**  
External Member: FINCO



**MR DL ALBERTYN**  
External Member: ARMC



**MR JT VAN TONDER**  
External Member: ARMC



**MR B MAWASHA**  
External Member: FINCO



**MS NM KIMBER**  
External Member: ARMC

- KEY TO COMMITTEES OF COUNCIL**
- ARMC: Audit and Risk Management Committee
  - EXCO: Executive Committee
  - FINCO: Finance Committee
  - FPIITC: Facilities, Planning, Infrastructure and Information Technology Committee
  - REMC: Remuneration Committee
  - IF: Institutional Forum



### 1.4.2 Composition and Meetings of Council

The following persons were appointed or selected to serve on the Council of SPU in terms of the Higher Education Act, Section 27 (4), Section 9 of the Standard Institutional Statute and further in terms of Section 19 of the SPU Institutional Statute, as published in the Government Gazette on March 24, 2017:

Position	Name and Qualifications	Other Appointments and Positions
<b>ViceChancellor and Principal</b>	<b>Ballim, Yunus Prof</b> BSc (Civil Eng) (WITS) MSc (Eng) (WITS) PhD (WITS)	Professor, School of Civil and Environmental Engineering, WITS Chairperson, ABB Education Trust Executive Member, USAf EXCO Director, USAf Board of Directors Chairperson, USAf Transformation Strategy Group Member, USAf National Benchmark Test Project Steering Committee (NBTP) Chairperson, Africana Library Trust Committee member, Northern Cape Human Resource Development Council (NCHRDC)
<b>Five (5) members Appointed by the Minister of Higher Education and Training:</b>		
<b>External Member</b>	<b>Bloom, Tshepo Macdonald Mr <sup>1</sup></b> NDip (HR Management) (VUT), BA (NWU) Dip (Public Management and Governance) (NWU) BA Hons (Labour Law) (UFS) MPA (Public Administration) (UFS) Cert (Municipal Financial Management) (NWU) PhD (NWU) – Current studies	Municipal Manager, Naledi Municipality
<b>External Member (Deputy Chairperson)</b>	<b>Glennie, Jennifer Anne Ms</b> BSc (Hons) (WITS) MA (London)	Executive Director, SAIDE Director, SchoolNet Board of Directors Member, Global Reading Network Advisory Committee Previous Member, UNISA Council, Council on Higher Education, Higher Education Quality Committee and Ministerial Committee on University Funding
<b>External Member</b>	<b>Madonsela, Abel Nyanyana Mr</b> National Dip in Public Relations and Business Communication (TUT) BTech in Public Relations and Business Communication (TUT) MBA (NWU)	Head, Public and Corporate Affairs, Northern Cape, De Beers Consolidated Mines

<sup>1</sup> Appointed: 17 March 2017



Position	Name and Qualifications	Other Appointments and Positions
<b>External Member</b>	<b>Muthien, Yvonne Gladys Dr</b> <sup>2</sup> BA (UWC) BA (Hons) (UWC) MA (Northwestern) DPhil (Oxford)	Chairperson, Rhodes Food Group Chairperson, Sasol Inzalo Foundation Chairperson, Thebe Resource Incubator Non-Executive Director, Thebe Investment Corporation Non-Executive Director, BankServ
<b>External Member</b>	<b>Ndzilili, Harry Mandla Mr</b> Cert. Government Communications and Marketing and Public Service Management Dip. Journalism (TUT) B Tech Public Management (CUT)	Chief of Staff, Office of the Premier, Northern Cape Various senior management positions Head of Ministry, Department of Environment and Nature Conservation, Northern Cape
<b>Two (2) members elected by the Senate:</b>		
<b>Internal Member</b>	<b>Gelebe, Aifheli Calson Prof</b> BSc Hons (University of Venda) MSc (Rhodes University) PhD (Rhodes University)	Head of School: Natural and Applied Sciences
<b>Internal Member</b>	<b>Mataga, Jesmael Prof</b> BA Hons (University of Zimbabwe) MA (University of Zimbabwe) PhD (UCT)	Head of School: Humanities
<b>Two (2) members elected by the academic staff who are not members of Senate:</b>		
<b>Internal Member</b>	<b>Hlatywayo, Johane Mr</b> <sup>3</sup> Dip. Education (University of Zimbabwe) BSc (Zimbabwe Open University) MCom (UKZN) MSc (Env Management) (UKZN)	Lecturer, Faculty of Education, SPU
<b>Internal Member</b>	<b>Masvosve, Thomas Mr</b> <sup>4</sup> DipEducation (Techn Vocation) BEng Hons (Mechatronics) (Chinhoyi University of Technology) MTech (Electrical Engineering) UNISA MBA (Zimbabwe Open University)	Lecturer, School of Education, SPU
<b>One (1) member elected by the non-academic staff (support staff):</b>		
<b>Internal Member</b>	<b>Nkonyane, Faith Ms</b> <sup>5</sup> BSocSc Hons (WITS)	Residence Manager, SPU

<sup>2</sup> Term expired: 18 August 2017

<sup>3</sup> Term expired: 18 August 2017

<sup>4</sup> Resigned: 22 September 2017

<sup>5</sup> Term expired: 18 August 2017

Position	Name and Qualifications	Other Appointments and Positions
<b>Two (2) members from the Students' Representative Council (SRC):</b> (Elected as Members of the SRC as from 1 October 2016)		
<b>Internal Member</b>	<b>Kesekile, TM Mr</b> <sup>6</sup> Studying B.Ed Life Sciences (SPU)	President, Students' Representative Council
<b>Internal Member</b>	<b>Jack, ZL Mr</b> <sup>7</sup> Studying B.Ed Geography (SPU)	Secretary, Students' Representative Council
<b>Two (2) members from the Students' Representative Council (SRC):</b> (Elected as Members of the SRC as from 1 November 2017)		
<b>Internal Member</b>	<b>Jack, ZL Mr</b> <sup>8</sup> Studying B.Ed Geography (SPU)	President, Students' Representative Council
<b>Internal Member</b>	<b>Tshepe, T Ms</b> <sup>9</sup> Studying B.Ed Mathematics (SPU)	Treasurer, Students' Representative Council
<b>Eight (8) members appointed by Council:</b>		
<b>External Member</b>	<b>Akharwaray, Goolam Hoosain Mr</b> BProc (UCT) LLB (UFS) Certificate in Management (UCT) Certificate in Municipal Financial Management	Municipal Manager, Sol Plaatje Municipality
<b>External Member</b>	<b>Bloem, Barbara Marcia Segametse Ms</b> Dip in Business Management and Leadership (UFS)	Former Executive Director, Standard Bank SA Ltd Provincial Head, Northern Cape
<b>External Member</b>	<b>Clarkson, Ralph Hollingworth Mr</b> CA (SA), BCom (Rhodes) PG Dip in Taxation (Natal) PG Dip in Forensic Auditing and Criminal Justice (Natal)	Former Chief Finance Officer, University of KwaZulu-Natal and University of Fort Hare Member of the South African Institute of Chartered Accountants Member: Planning and Infrastructure Committee of Council of University of Zululand
<b>External Member:</b>	<b>Kimmie, Abdul Latief Mr</b> <sup>10</sup> BCompt (UNISA) BCompt Hons (CTA) (UNISA) MBA (UFS) RGA (SAIGA)	Current Chief Financial Officer, Northern Cape Urban TVET College Former Director, Northern Cape, Mazars

<sup>6</sup> Term expired: 30 October 2017

<sup>7</sup> Term expired: 30 October 2017, Re-appointed 24 November 2017

<sup>8</sup> Term expired: 30 October 2017, Re-appointed 24 November 2017

<sup>9</sup> Appointed: 24 November 2017

<sup>10</sup> Appointed: 17 March 2017



Position	Name and Qualifications	Other Appointments and Positions
<b>External Member (Chairperson)</b>	<b>Mokgoro, Jennifer Yvonne Judge</b> BJuris (NWU) LLB (NWU) LLM (NWU) LLM (UPenn)	Professor Emeritus, NWU, University of the Western Cape, University of Pretoria and UNISA LLD (Honoris Causa) - NWU, UWC, UNISA, UCT, WITS, UPenn (USA) and University of Toledo (UToledo, USA) Member: Council of the South African Institute of Judicial Education and Chairperson of the Curriculum Development Committee Chairperson: Nelson Mandela Children's Fund Member: Mandela Rhodes Trust Commissioner: International Commission of Jurists (2014-2019) Member: International Advisory Board of the Open Society's Justice Initiative Project (2014-2017) Member: International Arbitration Committee of the International Olympics Committee Patron of the South African Chapter of the International Women Judges Association Member: South African Women Lawyers Association and the International Women's Forum Appointee of the President of South Africa as an Advocate for Social Cohesion (2012-2016)
<b>Eight (8) members appointed by Council:</b>		
<b>External Member</b>	<b>Molusi, Andrew Conway Gaorekwe Mr <sup>11</sup></b> B.Journ (Rhodes University) MA (University of Notre Dame Ind. USA)	Chief Executive Officer Southend Mining Corporation; Non-Executive Director: Sishen Iron Ore Company; SIOC CDT; SA Airlink; Caxton CTP Publishers; African Media Entertainment; Basil Read; Board of Governors Rhodes University. Asbestos Relief Trust.
<b>External Member</b>	<b>Mutyorauta, Julius Jacob Mr</b> BSc (University of Botswana, Lesotho and Swaziland) MSc (Geophysics) (University of Zimbabwe) MSc (Mineral Exploration) (London) DIC Mineral Exploration (London) MBA (MANCOSA)	Exploration geophysicist Member, Riverwalk Trading 124cc Director, Aberdeen Offshore Engineering (Pty) Ltd Member and Board of Governors, Tiger Kloof Educational Institution
<b>External Member</b>	<b>Phatshoane, Mmathebe Violet Judge</b> BProc LLB LLM (UFS)	Judge, High Court of South Africa, Northern Cape

<sup>11</sup> Appointed: 17 March 2017

### 1.4.3 Structure and Membership of the Executive Committee of Council (EXCO)

Name	Position
Mokgoro, JY Judge	Chairperson of Council, Executive Committee and Remuneration Committee
Glennie, JA Ms	Deputy Chairperson of Council
Ballim, Y Prof	Vice-Chancellor and Principal
Clarkson, RH Mr	Chairperson of the Finance Committee
Phatshoane, MV Judge	Chairperson of the Human Resources Committee
Kimmie, AL Mr <sup>12</sup>	Chairperson of the Audit and Risk Management Committee
Akharwaray, GH Mr	Chairperson of the Facilities Planning, Infrastructure and Information Technology Committee

### 1.4.4 Composition and Membership of Committees of Council

Committee	Chairperson	Members	In Attendance
<b>Finance Committee</b>	Clarkson, RH Mr	Akharwaray, GH Mr Ballim, Y Prof Madonsela, AN Mr <u>External expert members:</u> Mawasha, B Mr Dames, BA Mr Wainstein, B Mr	Olander, RJ Mr (Chief Operating Officer) Naidoo, R Mr (University Registrar)
<b>Audit and Risk Management Committee</b>	Kimmie, AL Mr <sup>13</sup>	Glennie, JA Ms Bloem, BMS Ms External expert members: Albertyn, DL Mr Kimber, N Ms <sup>14</sup> Van Tonder, JT M <sup>15</sup>	Ballim, Y Prof (Vice-Chancellor and Principal) Olander, RJ Mr (Chief Operating Officer) Naidoo, R Mr (University Registrar)
<b>Human Resources Committee</b>	Phatshoane, MV Judge	Ballim, Y Prof Madonsela, AN Mr Masvosve, T Mr Molusi, ACG Mr <sup>16</sup> Mutyorauta, JJ Mr Nkonyane, F Ms	Olander, RJ, Mr (Chief Operating Officer) Naidoo, R Mr (University Registrar)
<b>Facilities Planning, Infrastructure and Information Technology Committee</b>	Akharwaray, GH Mr	Ballim, Y Prof Hlatywayo, J Mr Muthien, YG Dr <sup>17</sup> Ndzilili, M Mr	FitzGerald, PT Prof (Director: Special Projects) Olander, RJ, Mr (Chief Operating Officer) Naidoo, R Mr (University Registrar)

<sup>12</sup> Appointed: 17 March 2017

<sup>13</sup> Appointed: 17 March 2017

<sup>14</sup> Appointed: 22 September 2017

<sup>15</sup> Appointed: 22 September 2017

<sup>16</sup> Appointed: 17 March 2017

<sup>17</sup> Term expired: 18 August 2017

Committee	Chairperson	Members	In Attendance
<b>Institutional Forum Committee</b>	Bloem, BMS Ms Ballim, Y Prof (acting Chairperson) Truyts, C Ms (acting Chairperson)	Ballim, Y Prof Benneyworth, G Mr Berend, A Ms <sup>18</sup> Bloem, MBS Ms Dakora, EAN Dr <sup>19</sup> Du Toit, GF Prof Jack, ZL Mr <sup>20</sup> Lekalakala, L Mr <sup>21</sup> Mokhele, BS Mr Molise, S Ms <sup>22</sup> Mutyorauta, JJ Mr Mwansa, G Mr Nkonyane, F Ms Rademeyer, C Dr <sup>23</sup> Sefadi, J Dr <sup>24</sup> Tshepe, T Ms <sup>25</sup> Van der Spuy, J Mr <sup>26</sup> Co-opted: September, J Mr Truyts, C Ms	Naidoo, R Mr (University Registrar)

<sup>18</sup> Term expired: 30 October 2017

<sup>19</sup> Term expired: 31 May 2017

<sup>20</sup> Appointed: 1 November 2017

<sup>21</sup> Appointed: 1 November 2017

<sup>22</sup> Resigned: 31 August 2017

<sup>23</sup> Term expired: 30 April 2017

<sup>24</sup> Appointed: 1 May 2017

<sup>25</sup> Term expired: 30 September 2017

<sup>26</sup> Term expired: 32 August 2017



### 1.4.5 Significant Matters Considered by Council

During the 2017 year, the following important matters were confirmed and/or approved by Council:

- Sol Plaatje Institutional Statute by the Minister of Higher Education and Training
- Membership of Council being subject to change as a result of the “DHET Code of Good Governance Practice and Governance Indicators for South African Universities”
- Acknowledgement of the following appointments:
  - Re-appointment of Judge JY Mokgoro and Ms JA Glennie: Chairperson and Deputy Chairperson of Council respectively
  - Mr TM Bloom: Ministerial appointment as member of Council and member: Facilities Planning, Infrastructure and Information Technology Committee (FPIITC)
  - Mr JT van Tonder and Ms N Kimber: External members of the Audit and Risk Management Committee (ARMC)
  - Prof PT FitzGerald: Director: Special Projects in the Office of the Vice-Chancellor and Principal
  - Mr G Ndou: Head of Internal Audit
  - Ms BSM Bloem: Chairperson of the Institutional Forum (IF)
- Approval of the 2017 Operational Budget; the Five-Year Infrastructure Control Budget and the External Audit Plan
- Approval of policies on each of the following:
  - a) Investment
  - b) Employee Wellness
  - c) Internal Audit Function
  - d) Risk Management
  - e) Acting Appointments
  - f) Performance Management
- Approval of four Charters:
  - a) Charter of the Audit and Risk Management Committee (ARMC)
  - b) Charter of the Finance Committee (FINCO)
  - c) Charter of the Facilities Planning and Information Technology Committee (FPIITC)
  - d) Charter of the Human Resources Committee (HRC)
- Establishment of an Insourcing Advisory Committee to investigate viability of insourcing
- Ratification of the 2017 Annual Performance Plan, as recommended and approved by the Executive Committee
- Approval of the request for an extension to 31 August 2017 for the submission of the 2016 Annual Report
- Approval of the 2016 Annual Report (inclusive of the Annual Financial Statements)
- Approval of the 2017 Mid-Year Report
- Approval of the strategy to fund the 2018 Budget shortfall
- Approval of the additional external audit fee for the 2016 Year-end Audit
- Approval of the Risk Management Strategy
- Acknowledgement that Postgraduate programmes will not be offered in 2018, but that the process is being hastened for 2019
- Approval of the Organisational Structure/Organogram for Executive Management to Director Level
- Approval of the Employment Equity Plan
- Approval of the proposed Catering Model in principle
- Approval of the 2018 Annual Performance Plan
- Chief Operating Officer mandated to negotiate a 2017 Bonus and 2018 Remuneration increase, as recommended by the Remuneration Committee
- Approval of the restructuring of the Chief Operating Officer portfolio:
  - Current COO to continue to be responsible for Human Resources, Information and Communication Technology (ICT) and Operations
  - Position of Chief Financial Officer (CFO) to be established to commence duties as soon as possible to allow for a satisfactory transition and an orderly handover of responsibilities for Finance from the Office of the COO to that of the CFO

The attendance of members at meetings of Council during the year was generally good, based on an overall attendance percentage of 81% achieved for the 2017 year (2016: 83%). Details of attendances, both for Council and the Committees of Council, are reflected in Appendix 1.

***“During the 2017 year,... the Sol Plaatje Institutional Statute was confirmed and approved by the Minister.”***

#### 1.4.6 Council Statement on Sustainability

Council is committed to ensuring that Sol Plaatje University is financially and academically sustainable in that it positively responds to the human development needs of its local and regional community. To the best of its ability and within the parameters under its control, Council will manage the financial health of SPU in a manner that meets the current financial needs of the University while providing for sufficient reserves to meet future needs.

***“...54% of students enrolled in 2017 were women.”***

Council's view of sustainability includes the need to ensure that students are properly educated in academic programmes that contribute to their developmental needs as individuals and in their contribution to the general social wellbeing of their communities. Council also understands that the sustainability of the University requires that it serves its community by expressing an ongoing critical academic and intellectual public voice and that SPU must develop as an important partner in the social, economic and intellectual development of the region, its environment and its stakeholder communities.

In this regard, a few 2017 highlights are worthy of mentioning:

- Our student profile continues to indicate that approximately 80% of enrolments are students who are resident in the Northern Cape – predominantly African and Coloured students and almost all from rural or township schools. 2017 also saw a small growth in Indian and White students, mainly from the Kimberley area. Furthermore, 54% of students enrolled in 2017 were women. This enrolment pattern points to the positive contribution by SPU to transformation, equity and to our stated intention to redress the damage caused by apartheid.
- Student academic performance decreased slightly in 2017 with the average course-pass rate at around 85% (i.e. on average, 85% of students registered for a study module, passed the module).

This was still within our target range for this parameter, but we recognise a need to pay more attention to teaching and learning effectiveness in the future.

- SPU continued to focus attention on local skills development through the new infrastructure construction programme. Our development targets for Black skills development and participation in construction work are being achieved and we continue to pay close attention to this aspect of our construction work.

- An approach to infrastructure development that is environmentally sensitive and efficient, continues and we plan to expand the implementation as the technology for alternative sustainable energy improves.
- Partnerships with the Provincial Department of Education in programmes that aim to improve the level and quality of teaching at local schools were deepened in 2017, particularly after we produced the first BEd-graduates from SPU. Structured visits to schools in outlying towns in the Northern Cape were also undertaken to start developing relationships, to understand the extent of need for teacher development and to consider possible SPU responses to such needs.
- SPU staff continued to serve on the provincial Human Resources Development Council. This interaction allows dialogue around mutual support for responding to the human knowledge and skills needs of the region. A Memorandum of Understanding was signed with the provincial Department of Economic Development and Tourism for a knowledge-based partnership with SPU to provide the evidence base for policy and programme development that supports economic wellbeing in the Northern Cape Province
- Academic staff in all four Schools have initiated processes for developing postgraduate programmes at NQF levels 7 and 8 in order to sustain the deepening of academic engagement within each of the disciplines at SPU.

***“In 2017...we produced the first BEd-graduates from SPU. “***

- Student bursary support continues to be a challenge for SPU, although such challenge will now transfer to postgraduate programmes. Nevertheless, we were able to organise sufficient external bursaries to support approximately 78% of enrolled students who were considered to be financially needy. Also, the announcement in December 2017 that the threshold of State funding for students from poor and working class homes bodes well for our University into the future since we expect that a large proportion of our students will qualify in terms of the new State funding dispensation. We expect that the net impact of this new student funding arrangement will be a reduction in uncollected student fees.

***“We were able to organise sufficient external bursaries to support approximately 78% of enrolled students who were considered as financially needy.”***



## 1.5 Report on Internal Control and Risk Management (Mr Latief Kimmie)



The University reports that its internal audit activities are performed by the Internal Audit function. Internal control systems, in accordance with the annual Internal Audit Plan as approved by the Audit and Risk Management Committee of Council, are appraised on a continuous basis by Internal Audit. Such audit

plan is largely based on the strategic risks facing the University that were identified from the University's risk management process.

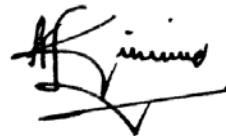
The Internal Audit function operates under the supervision of the University Council. The Audit and Risk Management Committee, a standing Committee of Council, undertakes the supervision on behalf of the Council. Weaknesses identified in respect of the internal control systems are brought to Management for consideration.

The University is committed to ensuring reliability of its reported financial information. This is achieved by maintaining an effective system of governance and internal control. These systems have been designed to provide reasonable assurance that the University's assets are safeguarded against unauthorised acquisition, use or disposal, and that the accounting records provide a reliable basis for the preparation of financial statements.

The internal control systems are based on the organisational structure and the division of responsibilities. The University's established policies and procedures, including its Code of Conduct, are communicated throughout the organisation to foster a strong ethical climate. The University has also introduced a Whistle-Blowers process to set the University's stance on fraud, corruption and unethical practices and to reinforce existing systems, policies and procedures aimed at preventing, detecting, reacting to and reducing the impact of fraud and corruption.

Risk Management is embedded at the strategic and management levels of Council oversight, through the Audit and Risk Management Committee. At an operational level, risks are identified, recorded in a risk register and managed by senior management, with the support of Internal Audit, through the Risk Management Committee.

Appendix 2 sets out the key risks managed at SPU, including a summary of the related scenarios, an assessment of the likelihood and impact of the respective risks, and identified mitigation strategies in each case.



**MR LATIEF KIMMIE**  
CHAIRPERSON: AUDIT AND RISK MANAGEMENT  
COMMITTEE

20 August 2018



## 1.6 Senate Report to Council (Prof Yunus Ballim)



While still very small in its membership, Senate functioned well during 2017 in providing oversight to the academic activities of SPU. Professor Bennett Alexander from the Cape Peninsula University of Technology, continued to serve as an external member of Senate. Professor Kobus du Pisani

from North-West University resigned as an external member at the first meeting in 2017. Senate expressed

its appreciation to Prof du Pisani for the wisdom and experience that he brought to Senate during the early developmental stage of SPU.

Senate continued to be concerned with the internal capacity at SPU for consolidating and managing the academic quality of our programmes. The appointment of Dr N Mpofu as the head of Teaching, Learning and Programme Development at SPU was welcomed by Senate as a significant development in deepening the internal capacity for quality oversight. A large part of the focus of Senate during 2017 was to prepare for the introduction of postgraduate programmes, mainly at the Honours degree level, for implementation in 2019.

The following are some of the important issues considered by Senate during 2017:

- Mr Jabu Radebe, Head of Library Services, joined as a member of Senate and the Director: Special Projects in the Vice-Chancellor's Office, Prof Patrick FitzGerald, joined as a member in attendance at Senate.
- Senate received regular reports from the Senate Library Committee and monitored the operations of the temporary library.
- The SPU delegation to the Civil Society Initiative to resolve the impasse with student protests on fees and access to higher education, included a representative nominated by Senate.
- Dr Nhlanhla Mpofu was appointed as the Director: Teaching, Learning and Academic Development at SPU. This position will assist Senate through the work of the Teaching and Learning Committee and the Academic Planning Committee of Senate.
- SPU continued to be unsuccessful in appointing a Deputy Vice-Chancellor: Academic and Senate expressed its concern at the inability to fill this important position.
- Because of the effects of student protests on the academic programme in 2016, graduation was moved to March 2017. Senate noted that there were a total of 67 graduates from the 2016 academic year.
- One of the external members of Senate appointed to assist when Senate was first established at SPU, Prof Kobus du Pisani from North-West University, resigned as a member of Senate.
- A group of senior managers from the National Research Foundation (NRF) visited SPU and held a half-day information session with academic staff to introduce them to the process and opportunities for research development funding and rating at the NRF.
- The following ten programmes were approved by Senate for implementation in 2018/2019, representing the first postgraduate programmes that will be offered at SPU.
  - Postgraduate Diploma in Education in Mathematics Education;
  - Postgraduate Diploma in Entrepreneurship;
  - Advanced Diploma in Management;
  - Bachelor of Science Honours in Data Science;
  - Advanced Diploma in ICT in Software Development;
  - Bachelor of Arts Honours in Languages;
  - Bachelor of Social Science Honours in Heritage Studies;
  - Bachelor of Arts Honours in Social Sciences;
  - Postgraduate Diploma: Language Education; and
  - Bachelor of Commerce Honours.

***“...ten programmes were approved by Senate for implementation in 2018/2019, representing the first postgraduate programmes...”***

- The programmes that were implemented when SPU first started, were reviewed and found to be compliant with long-term conditions which had been set by HEQC when first accredited in 2014. These are the BEd (Senior Phase and Further Education and Training Teaching); Diploma in Retail Management and the Diploma in Information and Communication Technology in Application Development.
- In response to the growing size of the four academic Schools at SPU, Senate approved a departmental structure that would better distribute the management and administration within each School. Schools provided details of their proposed Department arrangements and this was approved by the Senior Management Team.
- Following a review of the BSc curriculum structure undertaken by the School of Natural and Applied Sciences, Senate approved the recommended changes to the programme structure to better align with national approaches. The changes will have an effect on the BSc Mathematical and Computer Sciences; BSc Physical Sciences; BSc Data Sciences and the BSc Biological Sciences programmes.
- Senate approved the academic staff Workload Framework to be implemented with effect from 2018.
- Senate approved the development of a proposed Diploma in Agricultural Sciences for possible implementation in 2019.



**PROF YUNUS BALLIM**  
CHAIRPERSON: SENATE

20 August 2018



## 1.7 Report of the Institutional Forum (Ms Carina Truyts)

### Functions of the Institutional Forum



- 1) In accordance with Section 31(1) of the Higher Education Act, 1997 (Act No 101 of 1997), as amended and the Sol Plaatje University Statute, Section 40(1), the Institutional Forum (IF) advises the Council on the following matters affecting the University:
  - a) the implementation of the Act and the national policy on higher education;
  - b) the formulation of race and gender equity policies;
  - c) the suitability for appointment of candidates for senior management positions;
  - d) codes of conduct;
  - e) mediation and dispute resolution procedures; and
  - f) the formulation of policy for fostering an institutional culture characterised by tolerance for diversity of opinion; and
  - g) respect for fundamental human rights and a positive intellectual and academic climate.
- 2) The advice given by the Institutional Forum must be submitted in writing by the Chairperson of the Institutional Forum to the Council via the Office of the Vice-Chancellor and Principal.
- 3) The Institutional Forum must perform such additional functions as the Council may delegate or refer to it.
- 4) The Council may, after consultation with the Institutional Forum, revoke or amend the extended mandate of the Institutional Forum as determined in subparagraph 3.

### Composition

- 1) The Institutional Forum of the University as contemplated in Section 31(2) of the Act and in Section 41(1) of the SPU Statute, consists of:
  - a) two representatives of the Management Committee appointed by the Vice-Chancellor and Principal;
  - b) two representatives of the Council, elected by the Council;
  - c) two representatives of the Senate, elected by the Senate;

- d) two representatives of the academic employees elected by the academic employees;
- e) two representatives of administrative and support staff elected by the administrative and support staff;
- f) two representatives of women employed at the University elected by the female employees of the University;
- g) the President of the Student Representative Council (SRC) and one other member of the SRC elected by the SRC.

### Meetings

In 2017, the IF held three general scheduled meetings and one workshop on the SPU Transformation Plan, chaired by Prof Yunus Ballim. The three Ordinary Meetings held on February 14, May 16 and July 25, were all quorate.

### Office Bearers and Members of the Institutional Forum

During 2017, the following members' terms expired:

Ms A Berend - Term expired: 30 October 2017

Dr E Dakora - Term expired: 31 May 2017

Ms T Tshepe - Term expired: 30 October 2017

Mr J Van der Spuy - Term expired: 31 August 2017

The following members resigned from the IF:

Ms P Molise - Resigned: 31 August 2017

Dr C Rademeyer - Resigned: 31 March 2017

### The following members were elected to the IF:

Mr L Jack - Appointed: 1 November 2017

Mr L Lekalakala - Appointed: 1 November 2017

Dr J Sefadi - Appointed: 01 May 2017

### Advice sought and given to Council

In accordance with its mandate, the IF advised the Council on the following:

- appointments of Chairperson, Ms Mercia Bloem, and Deputy Chairperson, Ms Carina Truyts; and
- recommendation that the Transformation Plan be revised periodically.

### Other matters considered by the IF

During the period under review, the IF discussed and debated the following issues:

- SPU Transformation Plan;
- IF activities for 2017 such as decolonising lectures;
- Institutional Culture at SPU – how to understand, shape, and evaluate this;
- challenges faced by the National Education Crisis Forum, and in terms of the fee crisis;
- access to healthcare;
- Women’s Rights, Gender Equity and Patriarchy in Management;
- Street Children Soccer Project;
- Spatial Development Project;
- formulation/adaptation and inclusion of SPU values in the SCOR curriculum;
- Lesbian, Gay, Bisexual, Transgender, Queer and Intersex (LGBTQI) Rights and disabled people’s rights and experiences on campus;
- residence culture and academic performance;
- student affairs such as mentoring, residence issues and safety concerns;
- issues around race and language in terms of threats to inclusion and the long-term transformation plan;
- celebrating SPU milestones; and
- free Wi-Fi in the park and community engagement.

## Conclusion

The Deputy Chairperson would like to thank the IF members who were active in discussions and activities during 2017. The University Registrar’s Office made smooth operations possible, and the appointment of women in leadership roles is commendable. In 2017, much of the activity that shaped Institutional Culture progressively was driven by Student Affairs and the Vice-Chancellor and Principal, Professor Yunus Ballim.

The representation and attendance from the various spheres of the SPU makes the IF a crucial space for leaders and members to take note of challenges and perspectives, debate ways forward, monitor progress in transformation and work towards building an ethical, vibrant and resilient SPU culture. For this reason, the dissolving of the Staff Forum provides a challenge in regard to appropriate IF representation of SPU Staff, which will need to be addressed. The IF has not as yet received the DHET guidelines on the composition of the Institutional Forum.

**MS CARINA TRUYTS**  
DEPUTY CHAIRPERSON

20 August 2018



## 1.8 Report on Transformation

Council continued in its commitment to ensure that in its academic, operational and institutional activities, Sol Plaatje University responds in a positive and developmental manner to the skewed social development and wide-scale human hurt caused by apartheid. Council's view of the imperatives for social transformation requires that SPU responds positively to the marginalisation of members of its community based on socially constructed markers such as race, gender, class, sexuality, disability, belief or culture.

Continuing with earlier trends, students in 2017 were predominantly drawn from poor communities based in rural or urban township areas and mainly from the African and Coloured population groups. As indicated in Section 2.2, White and Indian students made up 5% of the total student population. This was a numerical growth from 2015 but a proportional decline from 7% in 2016. SPU will continue to work to ensure a student profile that is more representative of the regional demography in terms of race and class. This is essential for an intellectually stimulating SPU that acknowledges the value of diversity of opinion and world view in the development of its staff and students. Women made up 57% of the enrolled students in 2017. The largest proportion of our students came from homes that speak Setswana (46%), Afrikaans (26%) or English (16%) as a home language.



**JUDGE YVONNE MOKGORO**  
CHAIRPERSON OF COUNCIL

20 August 2018

Section 2.3 of this Annual Report provides details of the staff profile at SPU during 2017. The staff complement has grown to 173 full-time staff members, of whom 95 are academics. The figures also show that 58% of staff at SPU are Black. In consideration of gender distribution, 46% of all staff and 37% of academics are women. Importantly, 39% of academic staff hold doctoral degrees and a further 47% hold master's degrees.

***“Women made up 57% of the enrolled students in 2017.”***

The Institutional Forum provided useful guidance and oversight on transformation issues at the University. The Forum oversaw a series of transformation initiatives which were implemented in 2017, mainly focused on issues of gender, violence and social exclusion.

Importantly, SPU initiated a project focused on getting so-called 'street children' in the inner city of Kimberley to use the City Shelter and to engage with their schooling activities. This is a multi-faceted project and one component includes SPU students assisting with homework at the city shelter on a voluntary basis. The project emerged from the understanding that the SPU contribution to transformation must include transformation through community engagement.



**PROF YUNUS BALLIM**  
VICE-CHANCELLOR







# SECTION TWO: OPERATIONS







## SECTION TWO: OPERATIONS

### 2.1 Report of the Vice-Chancellor and Principal (Prof Yunus Ballim)



The rapid growth of student enrolments continued in 2017 as SPU saw a 66% increase in student numbers. The geographical profile of our students remained largely unchanged with around 60% of students arriving from outside of the Kimberley area. This placed some pressure on the need for

student accommodation, but we were able to meet the needs within the available university residence spaces.

The year also saw the first Bachelor degree graduates to emerge from SPU. The graduation ceremony saw 32 BEd and 13 BSc (Data Science) graduate. These graduates were part of the cohort of students that started at SPU in 2014 and 2015, respectively. Importantly, the total of 111 graduates in 2017 represented a 65% cohort completion in minimum time. This is a remarkable achievement, given that the national average is close to 27%.

***“The rapid growth of student enrolments continued in 2017 as SPU saw a 66% increase in student numbers”***

The student fees issue remained a point of national contention and there was some protest action around fees and NSFAS payments at SPU. Academics and students on the SRC participated in national initiatives aimed at resolving the difficulties that universities and students were experiencing on the issues of improved access for students from poor homes to higher education. While the issue was largely settled during by government announcement in December 2017, the severity of the protest actions had abated and academic activities ran unhindered for most of the year.

The following sections provide a highlight of our significant activities and achievements in 2016.

#### 2.1.1 Academic programmes

SPU enrolled 1 039 students in the 2017 academic year – 560 returning and 479 new students. This was unfortunately 161 students shy of our target of 1 200

***“...the total of 111 graduates in 2017 represented a 65% cohort completion in minimum time.”***

students and the main reason for this was insufficient applicants with suitable NSC results to meet our academic admission requirements. Nevertheless, registrations proceeded smoothly except for some confusion on matters of outstanding debt and upfront payments. This was suitably managed through an appeals process overseen by the Chief Operating Officer, the University Registrar and the President of the SRC. This process allowed us to find acceptable arrangements for all students who arrived for registration.

Academic programmes generally proceeded well in 2017. A serious challenge for the School of Natural and Applied Sciences was the need for laboratory access by second-year Physics and Chemistry students during the year in which our laboratory building was still under construction. This was managed through suitable arrangements using the equipment in laboratories at our School of Education.

2017 was purposely used as a period for consolidation of the existing academic programmes without the introduction of any new programmes. During the year, we placed a particular focus on the quality aspects of our academic programmes. Two external senior academics were engaged to provide quality oversight and guidance to our Humanities and Mathematical Sciences degree programmes and modules.

The necessary programme reviews for satisfying the HEQC accreditation conditions were conducted for the BEd (Senior Phase and Further Education and Training Teaching), the Diploma in Retail Management and the Diploma in Information and Communication and Technology in Application Development. These are the three programmes that were offered in the first academic year at SPU in 2014. We were pleased to record that SPU satisfied all the long-term conditions set by the HEQC for the final approval of these three programmes. We also conducted a detailed curriculum review of the BSc Data Science programme with a view to considering the academic alignment of the programme in relation to Honours level programmes at other South African universities. Three academic specialists from other South African universities were included in this two-day review.

The academic year ended well and despite a loss of approximately three teaching days due to student protest action, we were able to complete the examinations and graduation processes before the year-end.

#### 2.1.2 Students and the learning experience

Sufficient financial aid for students remained a challenge in 2017. By the end of the year, we had managed to raise external bursaries for 85% of our students. In response

to the general request from DHET, SPU enrolled students with fee debts and those without confirmed funding support and not able to pay the upfront fee. This put pressure on our fee income for the year with significant uncollected fees. However, the Government announcement on fees included a special dispensation for payment of historical debt of students who qualified for NSFAS funding, but such funding was not received. We are nevertheless hopeful that some of this uncollected fee debt may well still be recovered.

Almost 51% of enrolled students in 2017 were registered in the School of Education. The timely completion of the new teacher education building on the Central Campus provided sufficient office and teaching space to meet the requirements of the School. This building is dedicated to the needs of teacher development and includes teaching practice classrooms with digital video and audio recording for review and assessment of student performance.

As part of its community engagement initiatives, SPU initiated a project to respond to the needs of so-called 'street children' in the inner city of Kimberley. This project enjoys the support of the Northern Cape Department of Social Development and the local SA Police Service and has been generously funded by ABSA Bank. A part of the project includes the participation of our students in assisting children at the local shelter with their school homework. This part of the project is aimed at encouraging volunteerism amongst our students and we intend to broaden this aspect of student development in the future.

***“We had managed to raise external bursaries for 85% of our students.”***

### 2.1.3 Staffing and staff development

Staff development initiatives continued strongly in 2017 and the grant from the ETDP SETA was renewed to continue supporting staff who are registered for qualifications at other public education institutions.

After a protracted search, we managed to fill the position of the Director of Teaching, Learning and Programme Development. We see this as an important step in consolidating and developing the quality of the academic programmes at SPU. We were also awarded a further Next Generation of Academics Programme (nGAP) position in Agricultural Sciences from the DHET. This position has been filled with a promising young academic who has registered for a PhD in Physiology at WITS. It is our intention to use this appointment to start the development of academic programmes in Agricultural Sciences, which has been identified as a significant development need in the Northern Cape.

SPU held its first 2-day writing retreat with academic staff. In this instance, we hosted our nGAP scholars to develop

their academic writing skills. The retreat was led by Prof Erna du Toit and Prof JJ Seme (visiting academic from the writing Programme at Chatham University, USA). Our aim is to produce a compendium of articles written by the nGAP scholars as an annual record of writing development at SPU.

We continue to be concerned about the low numbers of senior academic leaders in our academic programmes. Nevertheless, we were pleased to appoint a suitable senior academic as the Head of the School of Economic and Management Sciences.

Senate approved the revised academic management and administration arrangements at the School level. This will allow us to formalise the Head of Department position as a level of academic management that reports to the Head of School. Senate also approved a workload model for academic staff, which will provide equitable work allocation and a basis for a performance management system.

During the latter part of 2017, we advertised 48 new academic and support staff positions in preparation for 2018. We received approximately 3 000 applications and managed to complete the process of interviews and selections for most of these positions. However, we were unsuccessful in filling the DVC: Academic and Chief Finance Officer positions by the end of the year. The search for suitable candidates has continued in 2018.

SPU has been included as a partner university in the national Teaching Development Grant project for developing young academic staff in Mathematical Sciences and in Statistics. We expect that around six of our academic staff will benefit through funding from this programme.

We were also included as a partner university in the SA-Sweden University Forum. This Forum aims to encourage academic partnerships between participating universities in the two countries in areas such as climate change, curriculum transformation, urbanisation and data science. We expect that one SPU academic will participate in each of the relevant subject area discussions.

### 2.1.4 Progress with the NIHE-NC Teach-Out project

The last of the students remaining after the formal closure of the National Institute for Higher Education - Northern Cape were properly supported to complete their qualifications. The few with outstanding modules, either at UFS or NWU, were provided with structured arrangements from their respective universities to complete these modules. We hosted the last graduation ceremony for the pipeline NIHE-NC students during April 2017.

Where possible, the NIHE-NC staff have been accommodated at SPU. Three of the remaining teaching staff members have had their secondments from the Department of Education to SPU extended, with the Department of Education covering their salaries.

The Galeshewe campus of NIHE-NC was cleared of equipment and the section of office and teaching spaces used by NIHE-NC were handed over to the TVET College. The full campus property is now to be formally transferred to the TVET College.

### 2.1.5 National student protest action on fees

As indicated above, the student protest action persisted during 2017, but at a much reduced level than in 2016. Much of the concerns and discomfort on this matter

related to uncertainty and lack of clarity on policy and process for dealing with the so-called “zero fee increase” decision repeated from the previous two years. The main issues of student discontent revolved around payment of student fees, financial aid processes, residence accommodation and local transport. Nevertheless, there was minimal effect on the teaching and assessment activities during the year.



**PROF YUNUS BALLIM**  
VICE-CHANCELLOR AND PRINCIPAL

20 August 2018

## 2.2 Student Applications, Registration and Academic Performance

### 2.2.1 Size and Shape of Sol Plaatje University

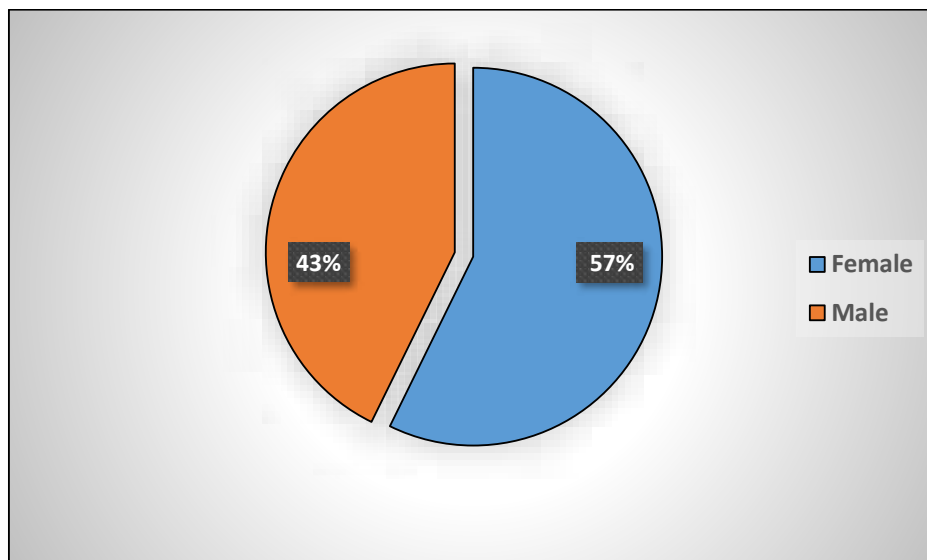
Sol Plaatje University has grown steadily in terms of student numbers over the past three years (2015: 329; 2016: 696 and 2017: 1 039). The proportion of white students has grown as compared to the previous years, while the proportion of female students, increased from 54% to 57% in 2017.

With respect to student population by home province, the vast majority of students are still from the Northern Cape. It is interesting to note that SPU has students from all nine provinces.

### 2.2.2 Demographic Profile of Students

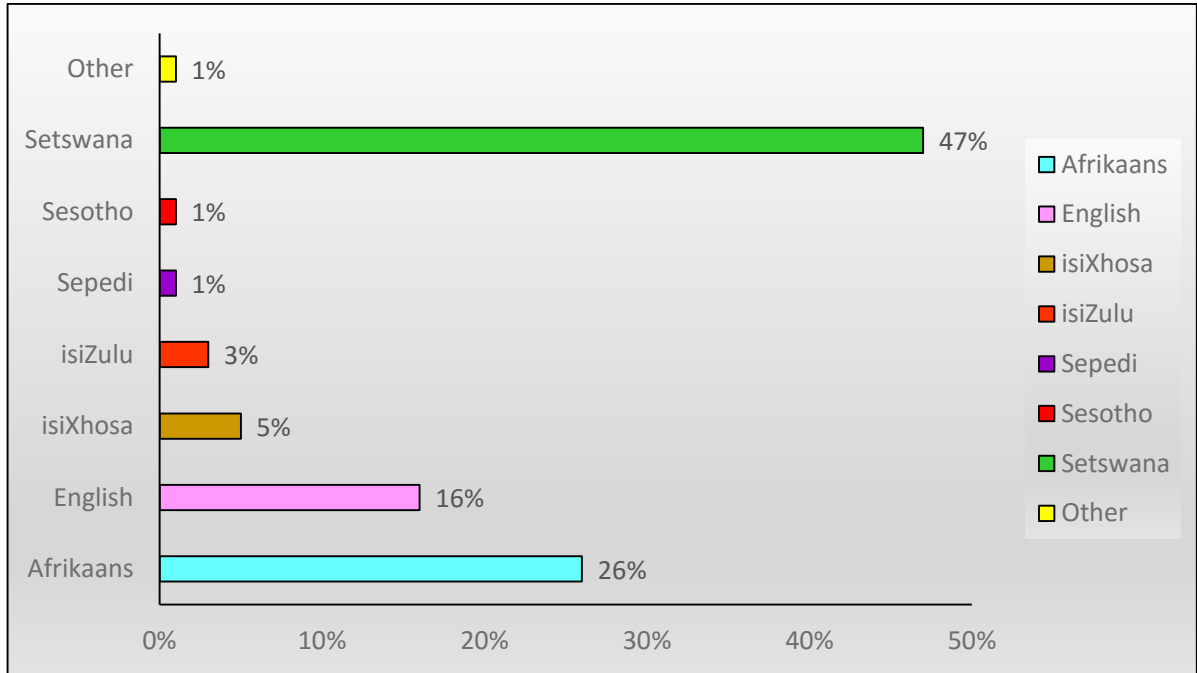
The respective demographic profiles of the student population in 2017, analysed by gender, home language, population groups, and home province are depicted in Figures 2.1 to 2.4 on the following pages.

**Figure 2.1: Analysis of Student Population by Gender**



**“...the proportion of female students, increased from 54% to 57% in 2017.”**

**Figure 2.2: Analysis of Student Population by Home Language**



**Figure 2.3: Analysis of Students by Population Groups**

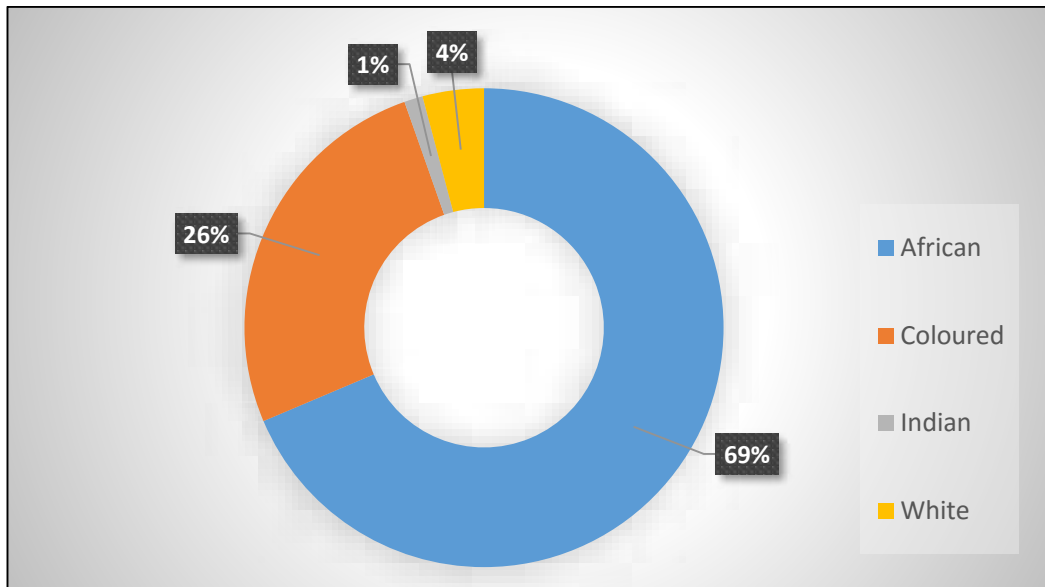
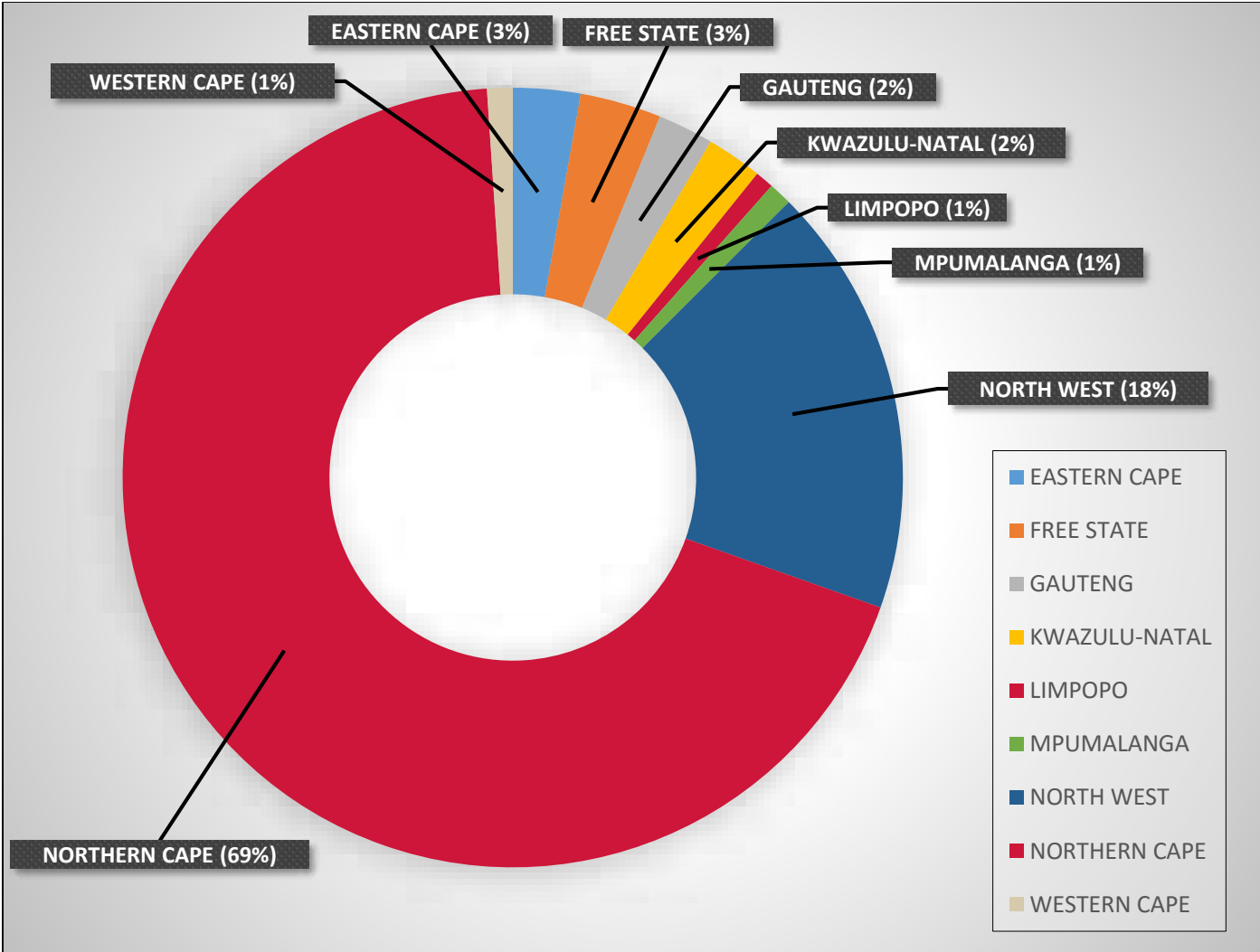


Figure 2.4: Analysis of Student Population by Home Province



### 2.2.3 Financial Support

**Table 2.1: Funder/Sponsor funds allocated to students in 2017**

<b>Funder/Sponsor</b>	<b>Number of Students</b>	<b>Amount (R)</b>
Anglo American	1	R77 562
Assmang Manganese	2	R161 628
BankServ	6	R500 000
BANKSETA	29	R2 342 736
Chemical Industries Education and Training Authority (CHIETA)	10	R450 000
Department of Agriculture	1	R20 572
Department of Arts and Culture	11	R530 564
Department of Education	7	R240 783
ETDP SETA	43	R1 370 440
Funza Lushaka	181	R10 831 744
Idwala	2	R139 265
Industrial Development Corporation (IDC)	3	R133 699
JB Marks	1	R67 128
Local Government Sector Education and Training Authority (LGSETA)	1	R50 000
Mineworker Development Trust	1	R71 736
Motsepe Foundation	1	R52 772
Mulilo Sonnedix Prieska PV (RF) (Pty) Ltd	8	R500 617
National Skills Fund	26	R1 569 718
National Student Financial Aid Scheme (NSFAS)	379	R23 502 278
National Youth Development Agency (NYDA)	8	R243 433
Northern Cape Premier's Education Trust Fund (NCPETF)	24	R1 047 573
Office of the Premier (North West Province)	3	R233 280
Private Donors/Funders	7	R336 875
Services SETA	13	R795 716
Sishen Iron Ore Company (SIOC)	3	R110 413
Square Kilometre Array Radio Telescope (SKA) South Africa	2	R242 000
Study Trust	7	R616 432
Thebe Foundation	9	R511 981
TRACKER	5	R346 000
W&R SETA	87	R5 959 221
<b>TOTAL</b>	<b>881</b>	<b>R53 056 153</b>



### 2.2.4 Academic Performance of Students per Programme

Table 2.2 below provides an analysis of the general academic performance of students in 2017 in the various programmes offered per semester.

**Table 2.2: Academic Performance of Students per Programme**

Programme	Headcount	Average Course-Pass Rate (%) <sup>27</sup>
Bachelor of Education	530	85%
Higher Certificate in Heritage Studies	36	84%
Bachelor of Arts	110	79%
Diploma in Retail Business Management	91	81%
Bachelor of Commerce	32	68%
Diploma in Information and Communications Technology	119	85%
Bachelor of Science	67	65%
Bachelor of Science (Data Science)	54	80%
<b>AVERAGE</b>		<b>82%</b>

### 2.2.5 Student Residences

A total of 736 students (71% of the total number of students) resided in the SPU residences. Preference was given to students whose homes were outside of the greater Kimberley area.

**Table 2.3: Student Residence Profile**

Residence	Female	Male	Total Number of Students
Rataga House (Whiteways)	61	59	120
Mhudi House (Diamond Lodge)	62	0	62
Moroka Hall of Residence	307	247	554
<b>Total</b>	<b>430</b>	<b>306</b>	<b>736</b>
<b>Percentage of Total</b>	<b>58%</b>	<b>42%</b>	

<sup>27</sup> This is the average of the number of students who passed a module as a proportion of those registered for the module, across all the modules making up the Programme.





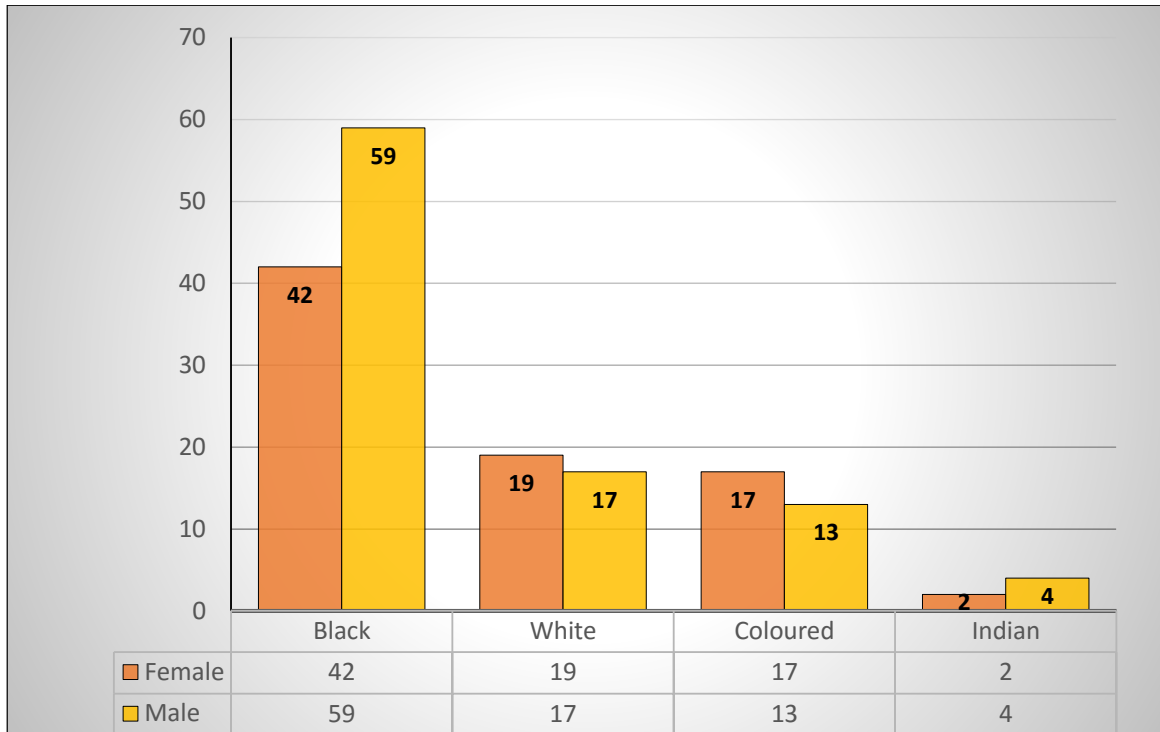
### 2.3 Staffing Development and Staff Profile

Table 2.4, viewed in conjunction with Figures 2.5, 2.6 and 2.7, indicates the race, gender and qualifications profile of academic and administrative staff at SPU at the end of 2017.

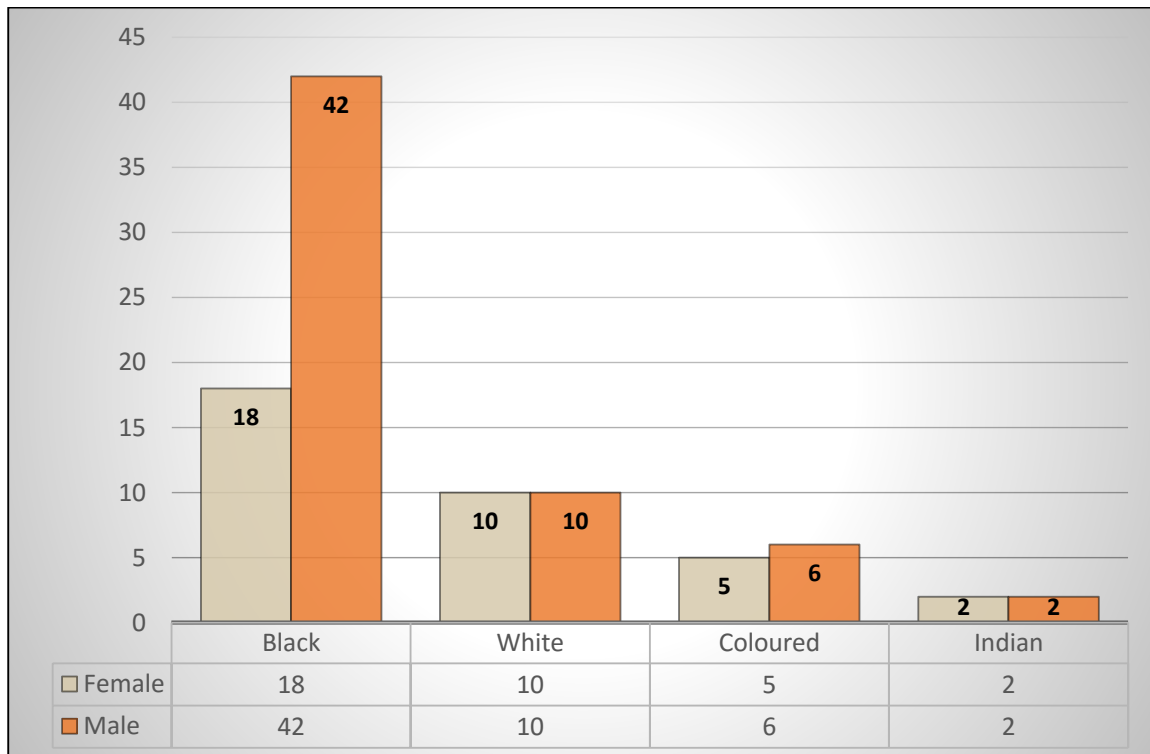
**Table 2.4: Staff Profile at 31 December 2017**

TOTAL ACADEMIC STAFF (95)													
RACE AND GENDER										HIGHER EDUCATION QUALIFICATIONS			
BLACK		WHITE		COLOURED		INDIAN		TOTAL		PhD	Masters	Honours	1st Degree
F	M	F	M	F	M	F	M	F	M				
18	42	10	10	5	6	2	2	35	60	37	45	7	6
SPU TOTALS										39%	47%	7%	7%
60 (63%)		20 (21%)		11 (11%)		4 (5%)		95					
2016 NATIONAL AVERAGE													
39%		45%		6%		8%		-		24%	21%	10%	45%
TOTAL ADMINISTRATIVE STAFF (78)													
RACE AND GENDER										HIGHER EDUCATION QUALIFICATIONS			
BLACK		WHITE		COLOURED		INDIAN		TOTAL		PhD	Masters	Honours	1st Degree and lower
F	M	F	M	F	M	F	M	F	M				
24	17	9	7	12	7	0	2	45	33	2	6	12	31
SPU TOTALS										3%	8%	15%	40%
41 (53%)		16 (20%)		19 (24%)		2 (3%)		78					
2016 NATIONAL AVERAGE													
62%		20%		13%		4%		-		-	-	-	-
TOTAL ACADEMIC AND ADMINISTRATIVE STAFF (173)													
RACE AND GENDER										HIGHER EDUCATION QUALIFICATIONS			
BLACK		WHITE		COLOURED		INDIAN		TOTAL		PhD	Masters	Honours	1st Degree and lower
F	M	F	M	F	M	F	M	F	M				
42	59	19	17	17	13	2	4	80	93	39	51	19	37
SPU TOTALS										23%	29%	11%	21%
101 (58%)		36 (21%)		30 (17%)		6 (4%)		173					
2016 NATIONAL AVERAGE													
51%		10%		6%		32%		-					

**Figure 2.5: Gender and Race Distribution: All Staff**

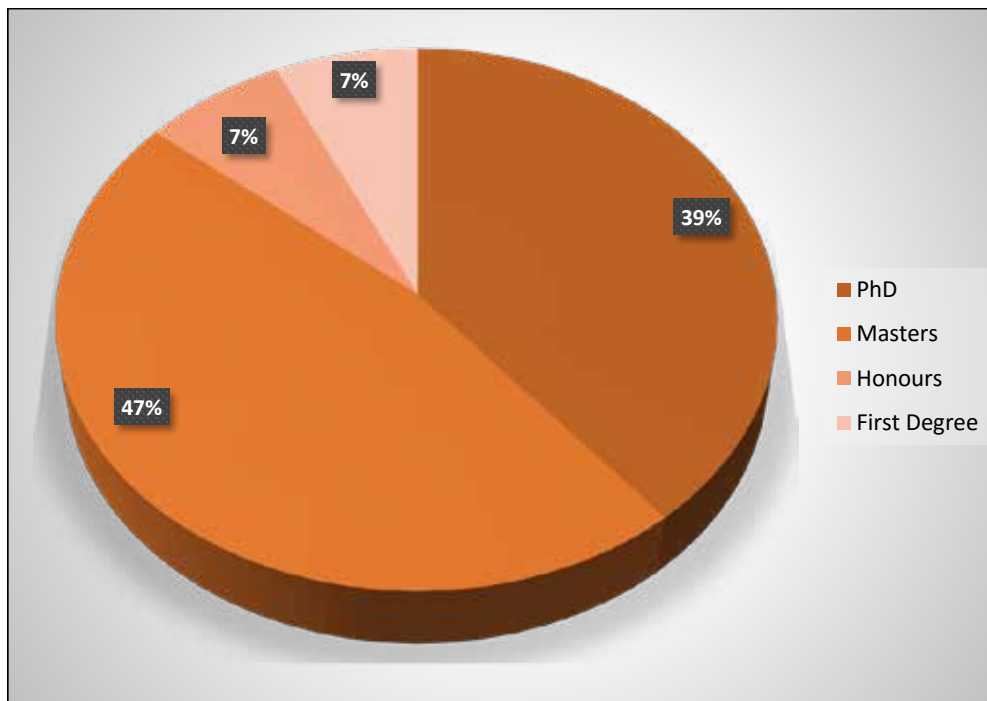


**Figure 2.6: Gender and Race Distribution: Academic Staff**



***“A total of 736 students (71% of the total number of students) resided in the SPU residences.”***

**Figure 2.7: Qualification Profile of Academic Staff**



## 2.4 Operational and Financial Sustainability

The operational and financial sustainability of the University not only receives high priority from the University Council and the various Committees of Council, but also the constant and diligent attention of the University Executive and senior management.

Despite ongoing challenges posed to the University – in particular, by the nationwide transition to a new dispensation regarding student fees and, locally, the escalating subsidisation of the residences (both of which have been commented on elsewhere in this Report) – that could threaten to undermine the sustainability of the institution, the prudent oversight shown by Council and the inherently cautious management style adopted by all responsible stakeholders has, to date, ensured that the University is eminently sustainable.

The budget and expenditure plans prepared by the New Universities PMT for the 2013 to 2018 development period, identified the levels of State funding required for the establishment and the early years of operation of the University to ensure its sustainability thereafter. The DHET is committed to at least this level of funding, with possible variations in the annual grant allocations and *ad hoc* grants, as the University identifies its evolving priorities and programme needs, both academic and infrastructural.

Following the phased handover of responsibility from WITS to SPU for the infrastructure development programme in March 2016, the University management is now accountable directly to the DHET to complete the infrastructure programme cost-effectively and on a timely basis. Management is also accountable to the University Council to ensure the future operational sustainability of the land, buildings, plant and equipment by way of providing adequately for their maintenance and functionality. The relevant section of this Report (see Section 2.5 following) attests to the sustained and ongoing progress being made in this regard.

In response to concerns about the long-term sustainability of the University as it transitions onto the so-called ‘block-grant’ subsidy that provides the basis for funding universities in South Africa, Council initiated a project to develop a strategic plan that would best ensure financial sustainability of SPU. This project has made good progress to date under the guidance of an external expert in these matters and in December 2017, Council received a first report of the proposals to emerge from the study. These proposals relate to the possible enrolment plan, the academic programme development plan and the necessary staff employment needs to ensure the University’s financial sustainability by 2025 and beyond.

A more detailed exposition of the University’s finances, including comments on its operational sustainability,

financial health and funding resources, is contained in the Annual Financial Review (See Section 3.1 of this report).

## 2.5 Physical Planning and Infrastructure

The pace of new infrastructure development was sustained in 2017 to meet the expected future growth in enrolments and academic activities. The main focus of construction activity was the completion of the teaching practice building on the William Pescod campus for use in the 2017 academic year. The team also made significant progress on the University's main library on Central Campus and the science laboratory building on the south side of Central Campus. Both buildings are planned for substantial use in the 2018 academic year.

***“Following an earlier Council decision to name the residences after characters in Sol Plaatje’s novel, Mhudi, this residence was named ‘Tauana Hall of Residence’.”***

Work on upgrading and refurbishment of the Hoffe Park premises, which forms the focus area of the SPU South Campus, also proceeded apace. Importantly, we were able to clear the residence buildings on the property, which had been used by nursing students attending the Henriëtte Stockdale Nursing College in Kimberley. This was necessary in order to refurbish the residence facility in preparation for the increased student enrolment in 2018. Following an earlier Council decision to name the residences after characters in Sol Plaatje’s novel, Mhudi, this residence was named “Tauana Hall of Residence”.

### 2.5.1 Procurement

The initial Framework Contracts, which marked the beginning of the infrastructure development project at SPU in 2014, reached the end of their three-year period at the end of 2016. These contracts were formalised at the time when WITS managed the infrastructure procurement process at SPU. These contracts were ceded to SPU at the end of the agreement with WITS, hence we managed the second phase of the consultant and contractor procurements during 2017. The necessary policy for the SPU Supply Chain Management of Infrastructure Procurement and Infrastructure Delivery Management was approved in June 2016 and has provided the basis for our approach to the second phase of the framework agreements.

In accordance with University policy and the National Treasury Infrastructure Procurement and Infrastructure Delivery Management Instructions of October 2015, the University prepared a Procurement Strategy that was

approved by the Senior Management Team in November 2016. The Procurement Strategy also responded to the demands by the local construction and related sectors for increased work opportunities from SPU by creating avenues for a greater level of involvement of the lower CIDB-rated contractors. To accommodate this, the relevant procurement process was structured around three levels of contractors:

- small works valued up to R3.5 million;
- medium and refurbishment works valued between R3.5 million and R50 million; and
- major construction valued above R50 million.

Tenders were regularly advertised by, submitted to and evaluated by built environment practitioners for recommendations to the Tender Committee during the year. By mid-December 2017, nineteen consultants had been appointed for the second infrastructure development phase of infrastructure development, while a number of prospective small, medium, refurbishment works and civil works contractors had been shortlisted for further assessment. An introductory one-day workshop was also held with the appointed consultants.

***“The Procurement Strategy also responded to the demands by the local construction and related sectors for increased work opportunities from SPU...”***

### 2.5.2 Completed Buildings

#### 2.5.2.1 Teaching Practice Building

At the beginning of the 2017 academic year, the southern portion of the new Teaching Practice Building on Central Campus was opened for use by the staff and students in the School of Education. At the end of March, the remainder of the building was opened for use. This was the first time at SPU that the specifications were developed with the end user, namely the School of Education.

The Teaching Practice Building offers two 60-seater auditoriums, two 40-seater learners’ observation classrooms, nine classrooms, a language laboratory and a natural sciences laboratory which provides for both life sciences and physical sciences teaching practice. There are also 19 academics offices in the building.

A formal handover of this building to the Facilities and Services Department will only be undertaken once the final completion certificate has been signed and the final retention monies are released. Nevertheless, in anticipation thereof, information and training in respect of the routine and preventative maintenance was conducted with staff in the Facilities and Services Department.



*View of the Teaching Practice Building from the William Pescod Courtyard*


## 2.5.3 Buildings in Progress

### 2.5.3.1 Library and Student Resources Building

The SPU Library and Student Resources Building was one of the first two buildings, the construction of which was commenced under full SPU control. The building itself was designed as a landmark building, completing the south-end of the Central Campus Square, and has been designed flexibly to accommodate the changing nature of the concept of a library to accommodate both regular physical holdings of a library, as well as digital resources.

In addition to its core library functions, this building will also provide student workspaces, classrooms on the second and third floors, seminar rooms, a multi-purpose auditorium (240-seater), a small conference centre with break-away rooms and space for archival and exhibition purposes.

Work on this six-storey building commenced in October 2015. Due to the complexity of the concrete exoskeleton and the core of the building, the project over-ran its time schedule. At the end of 2017, there were still small outstanding issues that required to be settled with the main contractor. Nevertheless, the Library won the prestigious national Fulton Award for 2017 in the category of building structures more than three storeys high. The Fulton Award was granted for the particularly innovative use of concrete in the building.



*“...the Library won the prestigious national Fulton Award for 2017 in the category of building structures more than three storeys high.”*



*The Library and Square*



*Looking at completed Central Campus Buildings from the Library*

### 2.5.3.2 Natural Sciences Laboratory Building

This building was recognised as an essential component in the development of the generic BSc programme, which was introduced in 2015. Laboratory facilities in the School of Education were initially sufficient for the early years of the physical science programmes. However, rapid growth in student and academic staff numbers, together with the increasing suite of module offerings, made the need for dedicated laboratory space a priority. Consequently, planning for the Natural Science Laboratory Building began in earnest in the second quarter of 2016.

Construction of this building commenced in October 2016 with a view to its completion in time to accommodate the 2018 academic year. The building was designed to contain the following specialised science laboratories and dedicated facilities:

- two chemistry laboratories;
- two physics laboratories;
- two life sciences laboratories;
- a Geography and GIS laboratory;
- an Archaeology and a Museum Science laboratory;
- two lecture rooms;
- offices for academics in the School of Natural and Applied Sciences.

Thorough consultation with staff in the School of Natural and Applied Science, as well as with the Facilities and Services Department, the University end-users were able to contribute to the form and facilities specifications that they required for this building. The budget for this building of R173.4 million was adequate to meet the costs of construction and professional fees. We were also successful in obtaining approval from the DHET to use the interest earned on our infrastructure funding to cover the R25.5 million needed for the essential laboratory equipment in this building.



*The North and East façades of the NAS Laboratory Building from Bishops Road*





*South Façade of NAS Laboratory Building*

### **2.5.3.3 Tauana Hall of Residence – South Campus**

Refurbishment of this residence facility, previously known as the JP Hugo Residence, on the South Campus, started in September 2017. The work schedule was arranged to ensure that the upgrade would make 202 student beds ready for occupation in late January 2018. This schedule was designed to complete the remaining facilities, including a games room, courtyard, dining hall and an industrial kitchen, by June 2018. The project was well on track to complete the student bedrooms, bathrooms and laundry facilities in three wings of three storeys by 31st January 2018. The target cost of the full refurbishment is R56 million.

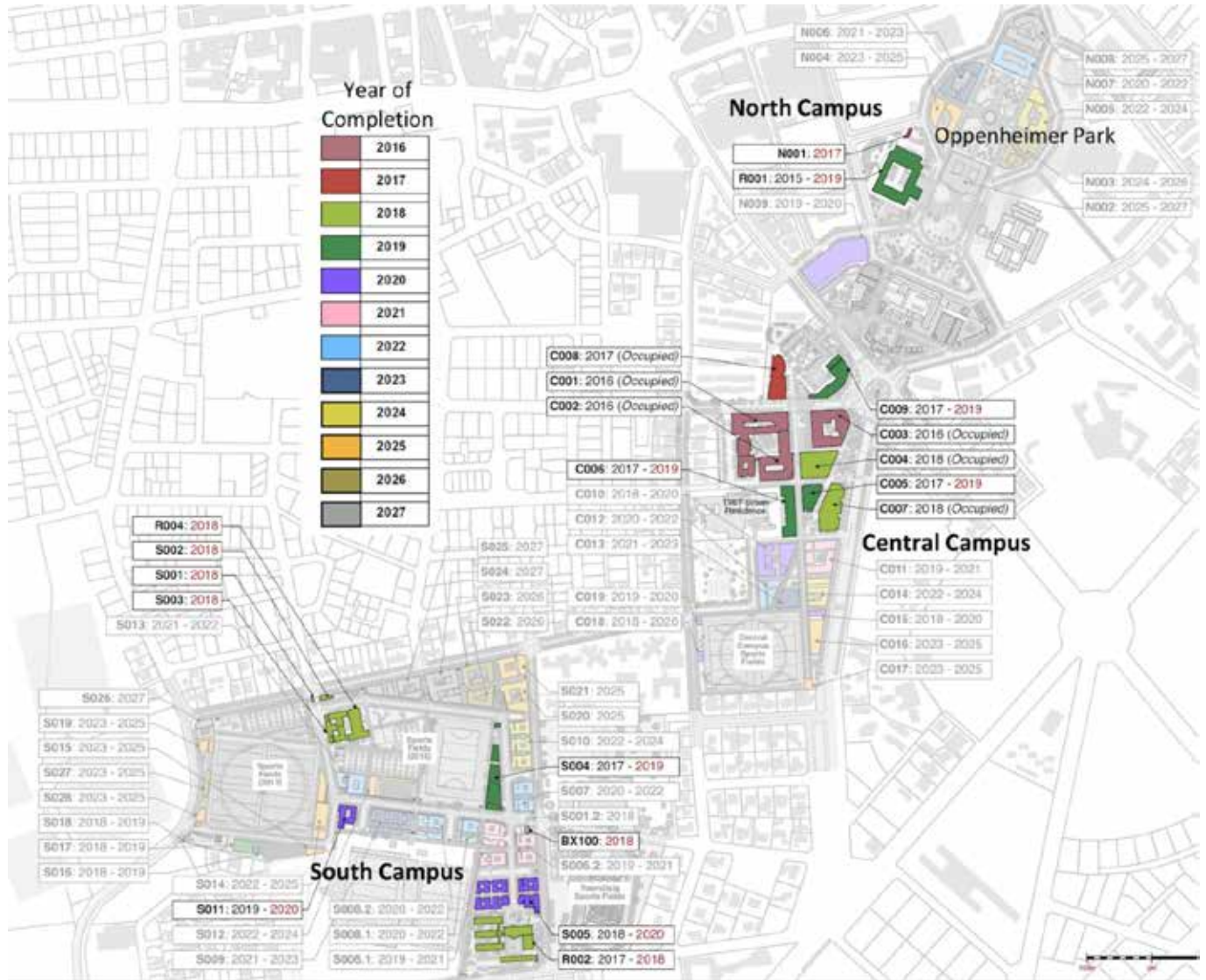


*South Wing of Tauana Hall of Residence*

### 2.5.4 Campus Planning and Future Projects

During 2017, the procurement phase of the second round of Framework Projects was refined to ensure that projects of all scales and complexities, including their complementary precinct services and site infrastructure projects, could be successfully planned and implemented. The overall building development framework for the North, Central and South Campuses, is depicted in Figure 2.8 below.

**Figure 2.8: Overall Building Development Framework for the North, Central and South Campuses across the Kimberley City**



### 2.5.5 Other Planning Initiatives

#### 2.5.5.1 Leased Student Accommodation

We recognise that, as student numbers grow and an increasing proportion of students originate from outside of Kimberley, the ability of the University to provide on-campus accommodation will decrease. This, therefore, will require a more strategic approach to be developed regarding the ways in which on-campus beds will be allocated in

future. However, it also means that the University will be compelled to form partnerships with the private accommodation sector in the City to meet the growing demand.

In preparation for increased demands for off-campus accommodation from students in 2018, the Physical Planning and Infrastructure Division and the Student Affairs Division initiated a project to assess the capacity of local developers to provide student accommodation within the DHET Norms and Standards for Student Housing and, importantly, also within prevailing NFSAS accommodation allowances. A Request for Proposals (RFP) was advertised and 28 submissions were received. These submissions were divided into those immediately available and those that potentially would be suitable for future development. Four options for occupation at the beginning of the 2018 academic year were subsequently accredited for student use. The University also entered into a two-year lease arrangement for a privately-owned residence with 120 beds located between the Central and South Campuses.

In consideration of future development opportunities, nine developers were interviewed and a shortlist of six properties was compiled in conjunction with the respective property owners for joint future planning. In total, the potential offerings could provide for approximately 2 500 beds over the next five years. Variations on the types of lease agreement to be established are currently being explored with the help of the WITS Legal Department. This is being done to ensure that the future relationships with private providers of residence spaces are such that they suitably accommodate SPU students, whilst simultaneously enable students to maximise their learning development whilst in residence.

**2.5.5.2 Sports Fields**

In terms of the original Record of Intention gazetted at the time of the establishment of the new Sol Plaatje University, an area of land on the Central Campus (Erf

2513), which is currently used by Diamantveld Hoërskool as a hockey field, was included as one of the SPU designated properties. The transfer of this property to SPU requires a shared-use agreement to be drawn up with Diamantveld Hoërskool. Discussions are currently taking place with the School Board to finalise such an agreement.

On the South Campus, the initial cluster of sports fields have been designed and included in the scope of work for the Civil Works Contractor Tender. Funds pledged by the Northern Cape National Lottery Commission are to be used for this development and pressure was applied to expedite the appointment of the contractor, because delayed expenditure had placed the funding at risk.

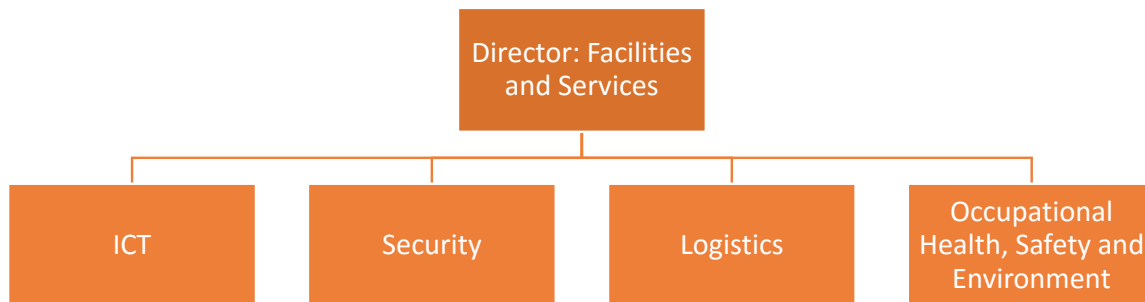
***“In total, the potential offerings could provide for approximately 2 500 beds over the next five years.”***

**2.6 Facilities and Services**

By the end of 2016, student and staff numbers had grown rapidly and to such an extent that the capacity and resources of SPU were, increasingly, hard-pressed in their ability to respond adequately to the operational challenges facing the University. To address this, SPU appointed a consultancy with specialist knowledge of higher education facilities and services to undertake an “as-is” analysis of SPU’s facilities function and to formulate recommendations for addressing identified weaknesses and capacity constraints, including the proposed expansion of the organisational structure, as deemed appropriate.

In terms of the revised structure, the Directorate of Facilities and Services will henceforward be responsible for Information and Communication Technology (ICT), Security, Logistics and Occupational Health, Safety and Environment, respectively, as depicted in Figure 2.9, below.

**Figure 2.9: Organogram: Directorate of Facilities and Services**



An Acting Director was appointed to lead the development programme for the Directorate and to provide management capacity to each of the separate operating divisions until adequate second-tier management capabilities had been developed.

### 2.6.1 Insourcing

The University Council also approved the establishment of a multi-stakeholder Insourcing Advisory Committee (IAC) to report and advise on insourcing scenarios for various services currently out-sourced at SPU. Following the first meeting of the IAC in May 2017, and subsequent meetings, the Directorate of Facilities and Services was tasked to develop an integration plan for cleaning services and security services, respectively, as these were identified as the service delivery contracts that could potentially be insourced expeditiously and, equally, that were likely to have the most pressing social justice impacts.

Financial models and a high-level action plan were developed for cleaning and security services. Following due consideration by the IAC, these were submitted to and approved by Council for implementation.

Similarly, a customised “hybrid” model was developed for food services, which recognised the complexities of fully insourcing such services, but also proposed a socially responsive model that was designed to develop local business and to employ the staff of the existing service provider. This proposal was, likewise, endorsed by the IAC and subsequently approved by Council to be implemented in the latter half of 2018.

***“The University Council also approved the establishment of a multi-stakeholder Insourcing Advisory Committee (IAC) to report and advise on insourcing scenarios.”***

### 2.6.2 Information and Communication Technology (ICT)

The Department of Information and Communication Technology manages SPU’s catalogue of technology infrastructure and services, including the physical network infrastructure, data centre and disaster recovery (DR) site, as well as the “virtualised” server environments that host all of the University’s ICT services. The latter

comprise identity management, storage, mail, security and others. The University has a number of ICT services that are “Cloud-hosted” or hybrid “Cloud deployments”, and these are expected to grow in the future as Cloud services become more sophisticated and bandwidth costs ease.

The ICT Department appointed additional user and audio-visual support officers during 2017 in response to continuously increasing user support demands. Given the growing number of venues with sophisticated audio-visual equipment, this portfolio is expected to expand even further. A Learning Management System Administrator has been employed to manage the Moodle LMS.

***“...free Wi-Fi in conjunction with the City of Kimberley was launched in the Oppenheimer Gardens, to drive engagement with citizens and to contribute to the renewal of this public space.”***

This Department engaged in the following notable projects during 2017:

- **Website upgrade:** The website was given a new “look and feel” which, importantly, included being responsive to mobile devices. However, the University’s web and social media presence still has much potential to develop further and will, no doubt, benefit greatly from planned capacity investment in marketing and communications.
- **Park Wi-Fi Project:** During the past year, free Wi-Fi in conjunction with the City of Kimberley was launched in the Oppenheimer Gardens, to drive engagement with citizens and to contribute to the renewal of this public space.
- **Data Centre Move/Disaster Recovery Site:** Phase 1 changes to the core and distribution switches were completed in early January 2017, and Phase Two procurements for additional computer hardware were all completed during 2017, with a view to having two data centres completed during the second quarter of 2018.
- **CCTV platform upgrade:** During the year, the University successfully migrated to a hardware-based video server solution, which has resulted in great improvements in recording performance and quality. SPU has over 600 CCTV cameras and they form an integral part of our technology-based security strategy.
- **Security control room:** A video wall for CCTV monitoring was installed in late 2017 and is currently being tested and configured.

### 2.6.3 Security

The University's security services are outsourced. However, a permanent Head of Security, responsible for reviewing the current security plan and making recommendations regarding the various security components, was appointed in April 2017. An organisational structure was developed which describes the respective functions and responsibilities of the internal and outsourced security staff.

The Security Department has been taking over management of the SPU electronic access control, CCTV, emergency voice, alarm, and other systems that were previously managed by the ICT Department. A security control room for monitoring was commissioned late in 2017 and hand-held radios were purchased. The use of technology for security monitoring and management will be crucial to maximise the effectiveness of the security plan and reduce the overall costs of securing the campus; for example, the strategic positioning of Pan Tilt Zoom (PTZ) cameras that have the ability to capture videos and images at various different angles.

Since the outsourced service-provider has no management structure on site, a staffing plan was devised in 2017 to build internal supervisory capacity ahead of the insourcing process that is expected to take place during 2018. To this end, the need for additional security posts, including an assistant director for security operations, control room operators and shift leaders, was motivated and approved.

### 2.6.4 Logistics

This Logistics Department carries responsibility for the operations and upkeep of the built environment through three main functions, i.e. maintenance management, facilities management and services management.

A Logistics Manager was appointed in May 2017 to enable the University to respond rapidly to the demands of the built environment in terms of setting up proper facilities and maintenance master plans, schedules and service level agreements. The Logistics Manager is also leading the process of scoping, identifying and implementing the Computerised Maintenance/Facilities Management System (CMMS/CAFM), which will manage the maintenance helpdesk, store the plant and equipment maintenance schedules, and issue work orders based on configured Service Level Agreements. The system will also manage the allocation of space and the movement of assets throughout the University.

A Building Management System which, once established, will provide real-time feedback on all aspects of building operations is currently undergoing planning and procurement processes.

An organisational structure has been developed to address key areas of operations as SPU continues to grow over the next three years. Where internal capacity is lacking, Service Level Agreements will be set up with external providers. The Department continues to work closely with the infrastructure teams to ensure that transfers of knowledge take place during building handovers.

### 2.6.5 Occupational Health, Safety and Environment

An Occupational Health, Safety and Environment (OHSE) consultancy was engaged in November 2016 to provide a full report on the current status of the University's operational environment. The final report was delivered to SPU in February 2017. The report detailed areas of non-compliance and management gaps, from which it was clear that OHSE capacity was needed to assist SPU to meet the various legislative and regulatory requirements.

To address this, the University appointed a qualified internal OHSE Officer, who is required to operate across operations to ensure compliance from service providers, employees and other stakeholders alike. In addition, a consultancy was appointed to work with the internal officer to develop and implement an adequate OHSE management system, including provision to deal with waste management and environmental concerns.

## 2.7 Broad-Based Black Economic Empowerment (B-BBEE): Status Report

The SPU Council approved the Policy on Supply Chain Management for Infrastructure Procurement and Delivery Management in June 2016. This Policy governs the procurement and appointment of contractors and consultants on all new infrastructure projects and also refers to the new B-BBEE legislation, the Preferential Procurement Policy Framework Act and National Treasury's Standard for Infrastructure Procurement and Delivery Management.

The initial framework contracts with consultants and contractors for infrastructure provision at the University commenced in October 2013 and expired in June 2017. A new procurement process for these services was then undertaken for building works commencing after 1st January 2018 until completion. This was done to ensure

that future appointments met the B-BBEE requirements as set out in the above-mentioned policy.

The University's procurement strategy aims to open construction opportunities to a wider range of local providers of infrastructure services by creating smaller packages of projects that are parts of the initial "new-build" project budgets. This approach creates opportunities for lower graded CIDB contractors to tender for small works with budgets below R3.5 million (Grades 3-4), medium works between R3.5 million and R50 million (Grades 5-6), and large contracts exceeding R50 million (Grades 7-9).

To offer better opportunities for local consultants, architects and engineers, tenders were structured to categorise and disclose all travel and accommodation as separate cost items. The following strategies were also developed to encourage local participation:

- weekly information meetings were held for the design, services co-ordination and construction phases of the work;
- inclusion of smaller-scale projects, e.g. fencing, clearing of rubble, demolition of sheds; and
- tenderers were required to have a local business address.

The Documentation, Tender and Evaluations Committee for each project was required to check references to ensure that tenderers had competently completed work of a similar type.

The approved B-BBEE scorecard of each tenderer was incorporated into the tender documentation for assessment. The tender requirements for prospective contractors and consultants also included Construction Development Targets in line with the key performance indicator (KPI) requirements of the B-BBEE Act and the CIDB Act, respectively.

The infrastructure development programme at SPU also forms part of the Presidential Infrastructure Coordinating Commission (PICC), under Strategic Integrated Project (SIP) 14. This status requires Parliamentary reporting on a quarterly basis, including a current update on each of the stipulated procurement targets. These targets are aimed to facilitate and support the sustained participation of provincially-based, Black-owned small, medium and micro-enterprises. The projects are also expected to develop future skilled subcontractors, suitably equipped both for new buildings and for future maintenance work for the University and the Northern Cape region.

The construction development targets included in all infrastructure procurement initiatives at SPU are:

- Local Youth Employment and Supplier/Subcontractor Opportunities.
- Direct Employment of Local Labour expressed in "Person Days"
- B-BBEE Spend
- Local Skills Development

The University also manages a Construction Supplier/Subcontractor Incubation Project (CSIP) and the extension of a vendor database of local suppliers and subcontractors. Some of the notable examples of beneficiaries of the local Black development initiatives at SPU during the past year are:

- Ms Matlaka Radebe, a quantity surveying graduate who set up her own construction company and who was awarded the work project for completion of the major refurbishment of the SPU residences, in the very short working period available during December 2017 and January 2018. Her company was also shortlisted for the competitive bid for a medium and refurbishment works tender.
- A subcontracting company managed by Mr John Kesiamang improved its CIDB grading from Grade 1 to Grade 5 during the period of its work on the SPU project and has subsequently submitted a bid for one of the small works tenders.
- Shebang Construction, a Black women-owned contractor company that developed from its involvement in the SPU construction work, was appointed for the site clearance and demolition contract and shortlisted for one of the small works competitive tenders.

During 2017, the University's Physical Planning and Infrastructure Department was in regular consultation with the Northern Cape Department of Economic Development and Tourism to look for ways to improve the financial management aspects of a small contracting business. The need for education, training and support in this critical aspect of business development is urgent and will require partnerships to be forged between the University, provincial government and business development organisations. The Northern Cape Public Works Department has signaled its support for such a partnership and has offered to provide Construction Development mentors to assist this initiative.

***"The University's procurement strategy aims to open construction opportunities to a wider range of local providers of infrastructure services by creating smaller packages of projects..."***





# SECTION THREE: FINANCE









# SECTION THREE: FINANCE

## 3.1 ANNUAL FINANCIAL REVIEW



**Mr Hollie Clarkson**



**Mr Raymond Olander**

### Scope and Context of Annual Financial Review

The following Review is presented in accordance with the Ministerial Regulations on Reporting in respect of the 2017 annual financial statements (AFS) for Sol Plaatje University (SPU).

The AFS cover all financial activities of the University and provide a comprehensive record of the University's financial operations, its performance and its cash flows for the past year. In addition, the financial position as at 31 December 2017, together with comparative figures for 2014, 2015 and 2016, as applicable, are analysed and are

therefore also within the scope of the Review.

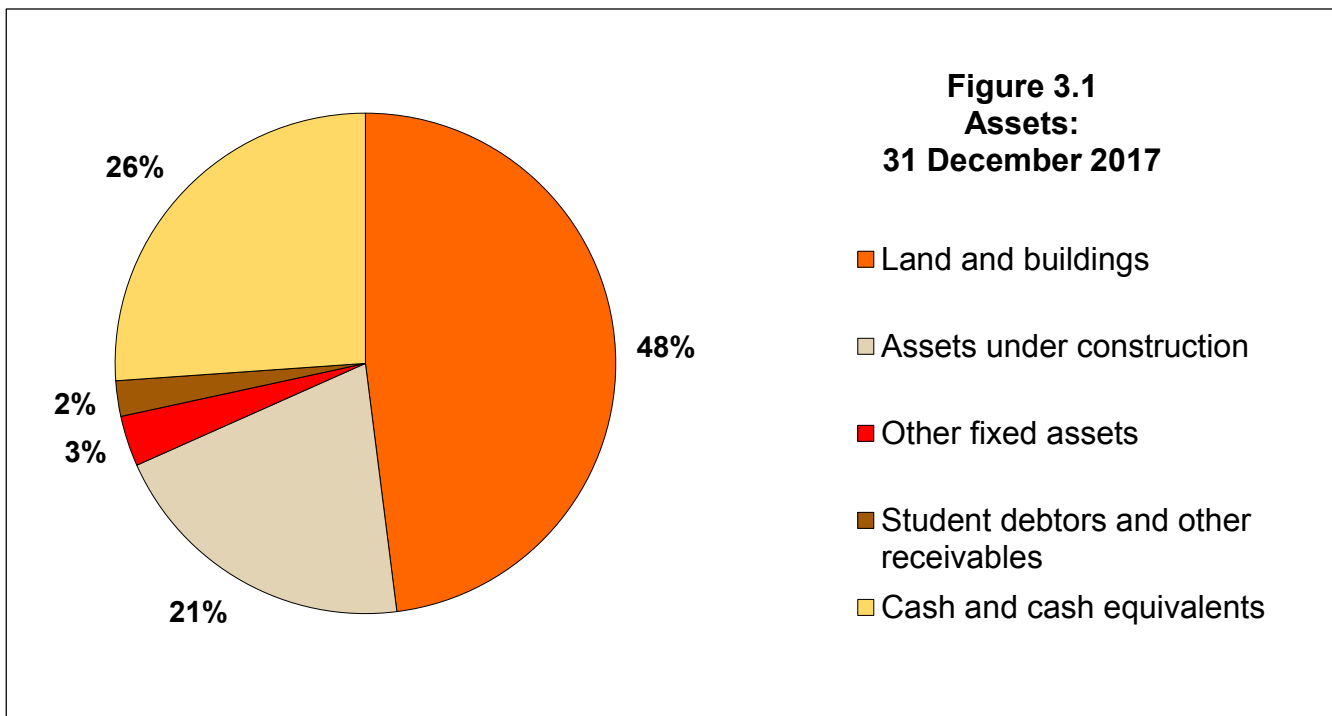
The 2017 year was the fourth full academic year of SPU, a period that was once again characterised by a significant increase in the University's operations. During the year, student numbers increased by almost 50% from 696 to 1 039, and staffing levels rose by more than 45%, from 119 to 173.

### Statement of Financial Position

The assets, liabilities and funds of the University at 31 December 2017 are shown in the statement of financial position together with comparative amounts for 2016. Overall, there has been a significant increase in the level of fixed assets (or 'PPE') during the past year, primarily as a result of new buildings having been completed during the year. Major components of the University's assets are analysed broadly in Figure 3.1 below.

### Status of Property Donations

Properties acquired by way of donations and government grants dating back to 2012 have had a material impact on the University's financial position. Given the need to ensure that they were correctly accounted for in the 2016 year, including the consequential restatement of the prior year's reported PPE (i.e. retrospective to 1 January 2015), it is appropriate to explain the status of such property donations at 31 December 2017 and as at the date of this Review.



***"...student numbers increased by almost 50% from 696 to 1 039..."***

During the prior year's audit, it was decided to revisit and subsequently revise an initial decision taken in 2013 and consequently reflected in that year's AFS, not to capitalise four freehold properties acquired by donation from the National Department of Public Works when the University was first established. The reason for not doing so was that, despite the University securing the right of occupation and related developmental rights (in terms of which some of the buildings have subsequently been variously renovated, refurbished and customised for their changed future use), title to the respective properties had not yet – and, to date, still has not – been formally transferred or registered in the Title Deeds Registry.

The University's rights are, however, safeguarded in terms of a Government Gazette, dated 23 August 2013, incorporating a multi-party "Record of Intention" signed by key stakeholders and approved by the Minister on 19 March 2013.

Notwithstanding the stated intentions of all parties to the foregoing to prioritise the transfers of the properties and of the DHET to initiate it, this process has, unfortunately, not progressed during the past five years. During that time, however, the University has assumed a progressively increasing level of control, occupation and beneficial use of three of the four donated properties. This included, for example, renovations and customisation of the William Pescod Building (Central Campus) and Luka Jantjie House for educational and related purposes. Accordingly, the relevant IFRS criteria to recognise the properties in the University's financial statements have substantially been fulfilled, i.e. the risks and rewards of ownership have been transferred.

***"...the University has assumed a progressively increasing level of control, occupation and beneficial use of three of the four donated properties."***

During 2017, an independent valuation of the land and buildings comprising the donated properties was performed by an independent professional valuer, as more fully explained in the notes to the AFS. This was done to determine fair values to be recognised for statutory financial reporting purposes in the 2016 AFS. This resulted in a net increase of R70 million in the carrying amount of land and buildings as at 1 January 2015 and the consequential restatement of the 2015 comparative figures in the prior year's AFS.

The attention of readers of this Annual Report is also drawn to the explanatory notes to the AFS, pending the outcome of ongoing efforts to expedite the registration of the property transfers. Measures are being taken to

ensure that the DHET and the Public Works Department fulfill their respective responsibilities to initiate and facilitate the transfers in question.

The University Council remains committed to ensure that all assets to which the University has legitimate title and use, including donated properties and those funded by Government and private grants, are correctly and fully accounted for on a timely basis.

#### *Assets*

Total assets at 31 December 2017 amounted to R2.1 billion (2016: 1.7 billion), denoting a growth of 26% during the past year. This growth is largely attributable to the ongoing infrastructural development taking place, which is matched by a commensurate increase in the level of deferred grant income.

Deferred grant income comprises earmarked government capital grants, which are recognised systematically in income over the useful lives of the assets funded by the relevant grants. The land portion of the donated property is shown at fair value and, once recognised in income, is transferred to non-distributable funds as a PPE reserve.

***"Total assets at 31 December 2017 amounted to R2.1 billion (2016: 1.7 billion), denoting a growth of 26% during the past year."***

Capital expenditure in the past financial year totaled R319 million (2016: R396 million). During the same period, transfers from assets under construction to completed building amounted to R157 million (2016: R783 million).

It is both significant and pleasing to note that, as at 31 December 2017, more than R1.1 billion of investment in capital infrastructure is planned – and to a large extent, already contractually committed – to be completed in the next few years. Subject only to the requisite approval being granted by National Treasury, almost all funding for this planned capital infrastructure has already been approved by the Minister and by Council, respectively. There are consequently no plans to seek additional borrowings in the short- to medium-terms.

Current assets at 31 December 2017, consisting largely of cash and cash equivalents, amounted to R607 million (2016: R444 million), reflecting an increase of R163 million compared with 2016. It is important, however,

***"More than R1.1 billion of investment in capital infrastructure is planned ... to be completed in the next few years."***



to note that these balances do not represent free cash reserves generated by operating surpluses, but rather funds committed, for the most part, to finance the cost of ongoing infrastructure development and operations, respectively.

**Financial Viability**

The University’s major challenge is to remain financially viable, especially in its student residence activities (see further comment on the next page). Important, too, is the need in the medium-term to maintain projected enrolments until a viable number of subsidy-generating students is achieved, whilst at the same time ensuring that annual fee increases at least match prevailing inflation rates. Its financial viability will, likewise, depend crucially on the continuation of earmarked government grants and subsidies, as well as the development of meaningful sources of third stream income.

The recoverability of student fees also poses an ongoing threat to the University’s financial viability, but is being closely monitored, especially in the light of a more than twofold increase in the provision for impairments in the past year. As a result, almost 57% (2016: 47%) of total student debtors were considered to be potentially doubtful as at 31 December 2017 and have been impaired accordingly.

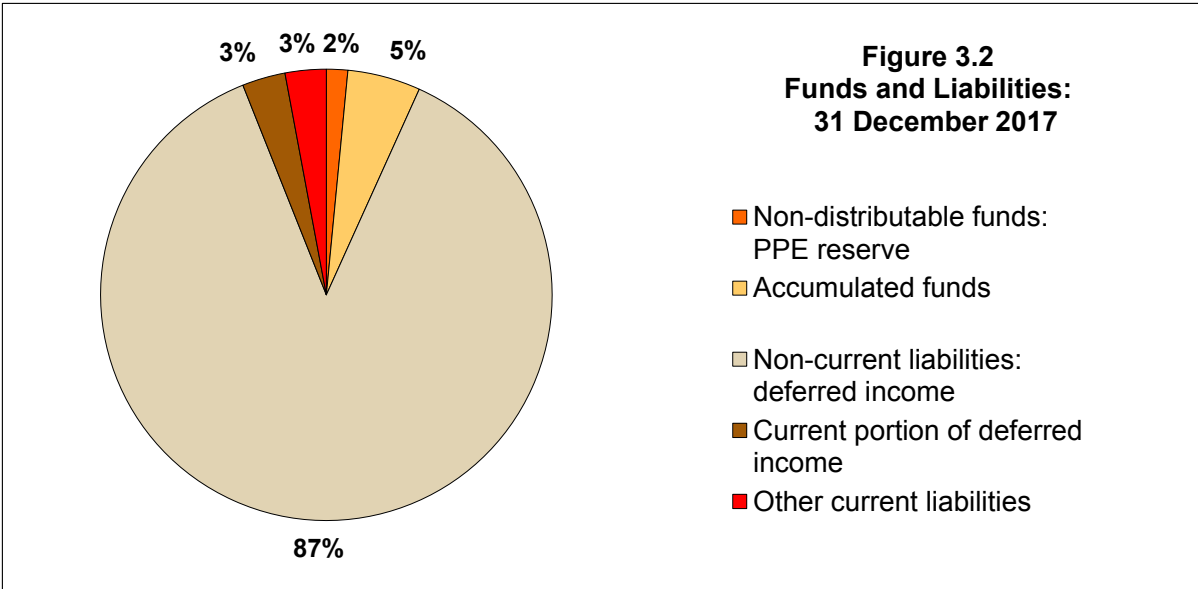
**Funds and Liabilities**

Net funds at the 2017 financial year-end amounted to R148 million (2016: R113 million). Despite showing appreciable growth (31%) relative to the prior year-end, net funds still constitute only a relatively modest proportion (6.9%) of total assets (2016: 6.7%).

This growth is due largely to the significant surpluses generated by the Council-controlled (i.e. ‘unrestricted’) component of the University’s operations to date (R135 million), offset in part by the accumulated deficits in residence activities (R17 million) and in part by a deficit in educational and designated activities (R2 million).

Between the end of December 2016 and 2017, total liabilities increased by 25%, from R1.6 billion to R2.0 billion. This change has already been explained by the exceptional incidence of government capital grants received in advance of the projects to be funded and the consequential deferred recognition of such income.

The 2017 category percentages of liabilities and funds are analysed in Figure 3.2 below. A large proportion of these balances represent deferred capital government grants which, in accordance with prevailing International Financial Reporting Standards (IFRS), are required to be recognised as income on a systematic basis over the respective assets’ useful lives and not in the year of receipt.



### Statement of Comprehensive Income

The 2017 year generated a modest, yet satisfactory, net surplus before interest of R27 million, which represents 10.0 % of total operating income (2016: R18 million, or 8.4%).

#### Income

Figure 3.3 depicts the major sources of income for each of the four years from 2014 to 2017. Appreciable growth has occurred in government subsidies and grants, which remain the single largest source of recurrent income, i.e. 75% of the 2017 total.

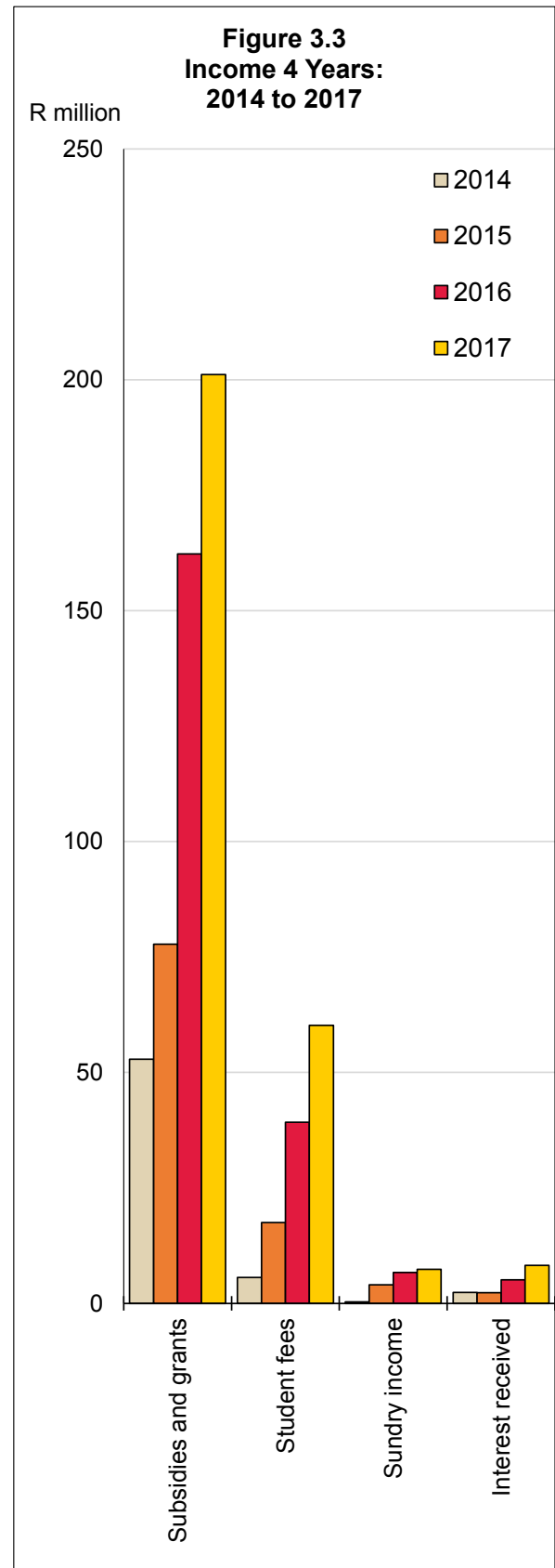
Tuition and residence fees, despite comprising a relatively minor proportion of total income (22%), nevertheless again increased significantly relative to the prior year, from R39 million to R60 million. This is more noteworthy still when viewed against a comparatively low fee base of less than R6 million in 2014. The growth in 2016 and 2017 was due almost entirely to a rise in student numbers, given that the Council's nominal inflation-linked increases in student fees were effectively subsidised by Government in both years.

In time, student fees are expected to account for more than one-third of total recurrent income. Future fee increases are, however, likely to be constrained and will have a minimal impact on most SPU students, who qualify for "free" education in terms of the recent Government dispensation whereby the fees of poorer students will be wholly-subsidised.

#### Student Residences

In providing students with Council-subsidised accommodation and meals, the University residences incurred a loss of R5 million in 2017 (2016: R3 million). Student accommodation has, in effect, been cross-subsidised by the main University operations (i.e. Council-controlled funds) in each of the past four years, resulting in an accumulated deficit of R17 million. This is clearly neither a desirable nor, ultimately, sustainable situation.

Losses in the student residences are likely to recur in future unless steps are taken – either by Council or, independently on its behalf, by Government and the DHET – to urgently address this issue. Acknowledging that it Council is almost entirely dependent on Government for a solution, its challenge is to increase fees to levels that will enable the residences to operate on a sustainable basis, whilst ensuring that students continue to receive the high quality and affordable accommodation and catering services that they currently enjoy.





**Expenditure**

Major components of expenditure are analysed in broad outline for each of the four years from 2014 to 2017 in Figure 3.4. It should be noted that almost all categories of expenditure increased significantly as the size of academic programmes, student numbers and staff numbers continued to increase in 2017 relative to each of the three preceding years.

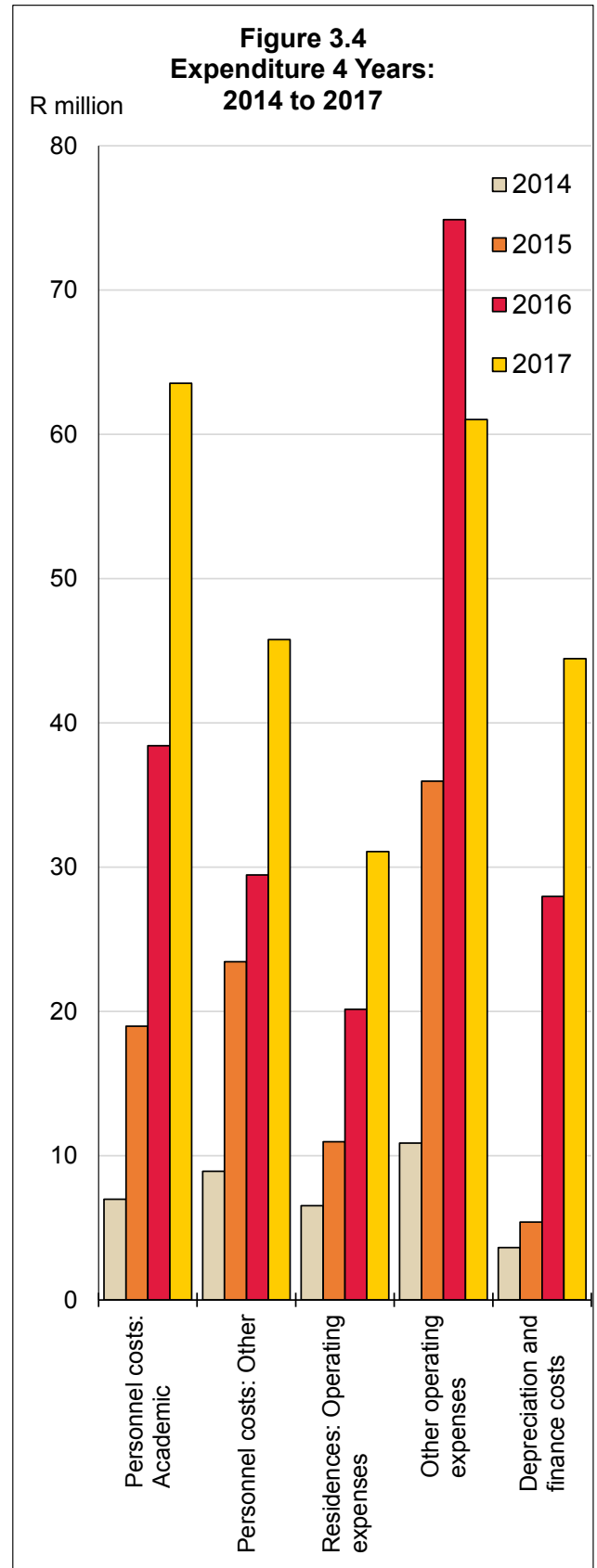
Personnel costs in 2017 amounted to R109 million (2016: R68 million) and was equivalent to 41% of total recurrent income, which is well below DHET recommended norms for higher education institutions in South Africa. It is, however, more meaningful to analyse personnel costs for the Council- controlled activities separately from the consolidated figures. The personnel costs attributable to this segment (i.e. from Council “unrestricted funds”) represented 56% of total recurrent income, still below the threshold of the DHET guideline range of 57% to 63%.

**“Personnel costs in 2017... equivalent to 41% of total recurrent income...”**

These costs and the related percentages have, however, increased significantly in the past two years in line with the rapid growth of the institution. During the next few years, they will continue to reflect the ongoing employment of new academic and support staff, as required, until the University is fully established, although it is imperative that the relative proportions of personnel costs be managed closely and contained within the DHET norms. For the second successive year, the academic component of personnel costs (58%) in 2017 exceeded the support services component (42%). By contrast, the corresponding proportions only two years ago, i.e. in 2015, were inverted, at 45% (academic) and 55% (support services), respectively.

The almost tenfold increase in depreciation from 2015 to 2017 is directly attributable to the ongoing growth in the physical infrastructure and especially the commissioning of new buildings, plant and equipment in 2016 and 2017.

Other operating costs reflect, to some extent, certain exceptional variances from year to year. In 2016 and 2017, these were attributable largely to municipal services and non-recurrent management fees, both of which were related to the closure of the former NIHE. The reduction in municipal service costs of almost R9 million in 2017, coupled with non-recurring expenditure (2016: R4 million), explain most of the R14 million decrease in the category as a whole for the year.



## Forward Planning and Management Challenges

### *Strategic and Financial Planning*

As part of its Five Year Strategic Plan for 2015 to 2019, the University has embraced a number of values to underpin its vision and mission. Two such values are efficiency and accountability. In the context of the University's finances, these values are currently being applied progressively and systematically to aspects of institutional governance and financial management.

Financial objectives include, inter alia:

- setting and achieving desired benchmarks in levels and proportions of targeted income from fees, grants, research and third-stream sources, respectively;
- likewise, establishing targets and monitoring budgeted personnel costs, other operating expenses and depreciation. In each case, the projected and actual amounts, as well as percentages of total recurrent income per category, are measured against higher education sector guidelines;
- ensuring that close-to-breakeven operating results are achieved, notwithstanding an acknowledged need for internal cross-subsidisation to take place between different operating segments, e.g. residences; and
- making every effort to continuously strengthen the University's financial position by closely monitoring and controlling key ratios affecting assets, funds and liabilities.

### *Overview of Key Stakeholder Roles and Responsibilities*

The Finance Committee has played an important role on behalf of the Council in overseeing financial planning and safeguarding the University's financial wellbeing. We are satisfied that it is doing so to the best of its collective capabilities. Key financial indicators, customised for SPU, have been developed and these are monitored and actively managed. In discharging this oversight function, the Committee endeavours to ensure that the University delivers on this aspect of its Annual Performance Plan (see Appendix 3 for an assessment thereof).

It is pleasing to note that significant progress was made during the past year to further strengthen prevailing internal control systems and the policy framework. The development,

formal approval and recent implementation of the Policy on Investment is an example of the value-adding contribution made as a result of the input made by the Finance Committee.

During 2017, steps were taken to enhance the financial leadership and human resources capacity within the Finance Department. These measures were intended, first, to reduce the University's dependence on external professional consultants and, secondly, to enable it to be better equipped to adequately handle the rapid growth in the size, scale and complexity of the University's operations and its finances.

***“...significant progress was made during the past year to further strengthen prevailing internal control systems and the policy framework.”***

The need for a Chief Finance Officer (CFO) was identified and the recruitment process, which was initiated during the latter part of 2017, is currently ongoing. The role of a CFO is not only necessary to strengthen the institution's Executive and strategic leadership capabilities, but critically required also to implement and maintain strict financial discipline, effective budgetary control, and sound systems of internal control. Unfortunately, some of these elements have been lacking or have failed to operate optimally, in consequence of which the Finance function has been severely stressed during the past couple of years. This stress has manifested itself in lapses in internal financial reporting and, latterly, an inability to meet the University's statutory reporting obligations on a timely basis, as well as serious audit difficulties. The successful appointment of a CFO will, hopefully, alleviate these problems and help to ensure better accountability for the University's finances, as well as to achieve the long-term sustainability of the University.

### *Key Financial Risks*

Inherent in the risks facing SPU, is that of attracting prospective students with enough funding to cover their fees. The University's ability to meet its planned enrolment targets is, in turn, contingent on the availability of student funding from central Government, NSFAS and other sponsors. This risk has, in part, been mitigated by the Presidential announcement shortly before the end of 2017 that “free education” would be provided to qualifying students.

***“...the University's financial sustainability is crucially dependent on the continuation of specific earmarked government grants and subsidies until the level of enrolled students will generate adequate formula-based subsidies.”***

Equally, as touched on above, the University's financial sustainability is crucially dependent on the continuation of specific earmarked government grants and subsidies until the level of enrolled students will generate adequate formula-based subsidies.

#### Conclusion

The prevailing difficult economic circumstances nationally and, in particular, in the higher education sector have impacted adversely on most South African universities. Despite these adverse circumstances, SPU was able to remain financially viable, as well as to show a relatively healthy surplus for the 2017 year, thereby improving its overall financial position relative to the end of the prior year.

Moreover, the University currently enjoys strong margins of solvency and liquidity and is well-positioned to meet its immediate and ongoing financial obligations. There is, however, no cause or scope for complacency. It behoves all stakeholders to continue to practise good financial governance and tight stewardship of the institution's resources to ensure the long-term financial viability and sustainability of the University.



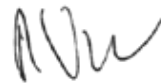
**MR HOLLIE CLARKSON**  
CHAIRPERSON OF THE FINANCE COMMITTEE

20 August 2018

We are confident that members of Council, Committees of Council, the Executive and senior management, and the staff of the University have the requisite skills, commitment and, not least, resilience to withstand the many challenges that confront the University as it continues to develop into a fully-fledged and financially viable institution of higher education. The co-operation of students and responsible student leadership, too, are pivotal to the attainment of a financially stable and optimally-functioning Finance Department.

***"...the University currently enjoys strong margins of solvency and liquidity and is well-positioned to meet its immediate and ongoing financial obligations."***

Finally, we wish to record our appreciation to fellow members of the Finance Committee on the one hand and to the University Executive management on the other hand. The wise counsel, dedication and balanced perspectives displayed by all concerned in overseeing and managing the University's finances is both reassuring and greatly valued.



**MR RAYMOND OLANDER**  
CHIEF OPERATING OFFICER





## 3.2 ANNUAL FINANCIAL STATEMENTS

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## COUNCIL'S STATEMENT OF RESPONSIBILITY FOR THE ANNUAL FINANCIAL STATEMENTS

The Council is responsible for the preparation, integrity and fair presentation of the annual financial statements of Sol Plaatje University (the University). The responsibility for the preparation and presentation of the annual financial statements has been delegated to management.

The financial statements presented in this annual report for 2017 have been prepared in accordance with International Financial Reporting Standards (IFRS) and in the manner required by the Minister of Higher Education and Training in terms of the Higher Education Act (No. 101 of 1997), as amended.

Compliance with IFRS requires, *inter alia*, management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making judgements about the carrying values of assets and liabilities that are not readily apparent from other sources.

Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. The Council also delegated management to prepare other information as required to be included in this annual report and is responsible for both its accuracy and consistency with the financial statements.

The going concern basis has been adopted in the preparation of the financial statements. The Council is confident that the University will continue to be a going concern in the foreseeable future, based on forecasts and available cash resources. The viability of the University is supported by the financial statements.

These financial statements have been audited by the independent auditors, PricewaterhouseCoopers Inc. (pwc), who were given unrestricted access to all financial records and related data, including minutes of meetings of the Council and all its Committees. The Council believes that all representations made to the independent auditors during the audit are valid and appropriate.

Between the year-end and the date of this report, no material facts or circumstances have arisen that materially affect the financial position of the University.

## APPROVAL OF THE ANNUAL FINANCIAL STATEMENTS

The annual financial statements set out on pages 65 to 92 were approved by the Council of Sol Plaatje University on 20 August 2018 and are signed on its behalf by:



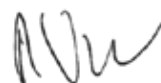
**JUDGE YVONNE MOKGORO**  
CHAIRPERSON OF COUNCIL



**PROF YUNUS BALLIM**  
VICE-CHANCELLOR



**MR LATIEF KIMMIE**  
CHAIRPERSON OF THE AUDIT AND RISK  
MANAGEMENT COMMITTEE



**MR RAYMOND OLANDER**  
CHIEF OPERATING OFFICER

20 August 2018



## Report of the independent auditors to the Minister of Higher Education and Training and the council of Sol Plaatje University

### Report on the audit of the financial statements

#### Opinion

We have audited the financial statements of Sol Plaatje University set out on pages 65 to 92, which comprise the statement of financial position as at 31 December 2017, and the statements of comprehensive income, changes in funds and cash flows for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements present fairly, in all material respects, the financial position of the University as at 31 December 2017, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act of South Africa, 1997 (Act no. 101 of 1997) (HEA).

#### Context for the opinion

We conducted our audit in accordance with the International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report.

We are independent of the University in accordance with the International Ethics Standards Board for Accountants' Code of ethics for professional accountants (IESBA code) together with the ethical requirements that are relevant to our audit in South Africa. We have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA code.

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

#### Responsibilities of Council for the financial statements

The council is responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards and the requirements of the HEA and for such internal control as the council determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the council is responsible for assessing the University's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the council either intends to liquidate the University or to cease operations, or has no realistic alternative but to do so.

*PricewaterhouseCoopers Inc., Royleglen Office Park, PricewaterhouseCoopers Building,  
Cnr Welgevonden Avenue and Memorial Road, Kimberley, 8301, P O Box 32, Kimberley, 8300  
T: +27 (0) 53 807 9000, F: +27 (0) 53 807 9100, www.pwc.co.za*

Chief Executive Officer: T D Shango  
Management Committee: S N Masikane, J S Masondo, P J Mthobe, C Richardson, F Tonelli, C Volschenk  
The Company's principal place of business is at 4 Lisbon Lane, Waterfall City, Jukeski View, where a list of directors' names is available for inspection.  
Reg. no. 1998/012055/21, VAT reg.no. 4950174682



### Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

## Report on the audit of the annual performance report

### Introduction and scope

In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof we have a responsibility to report material findings on the reported performance information against predetermined objectives for selected objectives presented in the annual performance report. We performed procedures to identify findings but not to gather evidence to express assurance.

Our procedures address the reported performance information which must be based on the approved performance planning documents of the University. We have not evaluated the completeness and appropriateness of the performance indicators/measures included in the planning documents. Our procedures also did not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly our findings do not extend to these matters.

We evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected objectives presented in the annual performance report of the University for the year ended 31 December 2017 (Appendix 3: Annual Performance Plan Assessment for 2017):

Objectives	Pages in the annual performance report
Objective 1.1 – Curriculum design, programme development and delivery	101 – 102
Objective 1.5 – Promote critically engaged scholarship	104 – 105
Objective 2.2 – Ensure effective student support and wellbeing	107
Objective 3.1 – Develop human capital	109
Objective 3.4 – Manage the reputation of the University	112

We performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. We performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.



We did not identify any material findings on the usefulness and reliability of the reported performance information for the following objectives:

- Objective 1.1 – Curriculum design, programme development and delivery
- Objective 1.5 – Promote critically engaged scholarship
- Objective 2.2 – Ensure effective student support and wellbeing
- Objective 3.1 – Develop human capital
- Objective 3.4 – Manage the reputation of the University

### Report on the audit of compliance with legislation

#### Introduction and scope

In accordance with the PAA and the general notice issued in terms thereof we have a responsibility to report material findings on the compliance of the University with specific matters in key legislation. We performed procedures to identify findings but not to gather evidence to express assurance.

We did not identify material findings on compliance with the specific matters in key legislation, as set out in the general notice issued in terms of the PAA.

#### Other information

The council is responsible for the other information. The other information comprises the information included in the annual report which includes the Report by the Chairperson of Council, the Report of the Vice-Chancellor and Principal, the Senate Report to Council, the Report of the Institutional Forum, the Annual Financial Review and the Report on Internal Control and Risk Management. The other information does not include the financial statements, the auditor's report thereon and those selected objectives presented in the annual performance report that have been specifically reported on in this auditor's report.

Our opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected objectives presented in the annual performance report, or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. No material inconsistencies were identified in the other information

#### Internal control deficiencies

We considered internal control relevant to our audit of the financial statements, reported performance information and compliance with applicable legislation; however our objective was not to express any form of assurance thereon. We did not identify any significant deficiencies in internal control.



### Other reports

We draw attention to the following engagements conducted that had or could have an impact on the matters reported in the University's financial statements, reported performance information, compliance with applicable legislation and other related matters. These reports did not form part of our opinion on the financial statements or our findings on the reported performance information or compliance with legislation.

#### Audit-related services and special audits

As requested by the University, the following agreed upon procedures engagements were conducted:

Entity name / engagement	Purpose of the engagement	Period covered	Date Report issued
Department of Higher Education and Training – Research and Teaching Development Grant	Agreeing of expenditure to supporting documentation.	1 April 2016 to 31 March 2017	10 January 2018
Department of Higher Education and Training – New Generations of Academics Programme (nGAP)	Agreeing of expenditure to supporting documentation.	1 April 2016 to 31 March 2017	10 January 2018
Department of Higher Education and Training - Infrastructure and Efficiency Grant	Agreeing of expenditure to contracts and supporting documentation.	1 April 2017 to 31 March 2018	31 May 2018
Department of Higher Education and Training - Financial data submission	Agreeing of financial data to the Financial Statements.	1 January 2017 to 31 December 2017	Engagement in progress.
Department of Higher Education and Training – Full Time Equivalent Student Statistics	Agreeing student and staff statistics to the underlying financial systems and data.	1 January 2017 to 31 December 2017	Engagement in progress.

*PricewaterhouseCoopers Inc*  
PricewaterhouseCoopers Inc

Director: K Moodley

Registered Auditor

Kimberley

23 August 2018



## ANNEXURE A

### Auditor's responsibility for the audit

As part of an audit in accordance with the ISAs, we exercise professional judgement and maintain professional scepticism throughout our audit of the financial statements, and the procedures performed on reported performance information for selected objectives and on the University's compliance with respect to the selected subject matters.

### Financial statements

In addition to our responsibility for the audit of the financial statements as described in this auditor's report, we also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the council.
- conclude on the appropriateness of the council's use of the going concern basis of accounting in the preparation of the financial statements. We also conclude, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the University's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify the opinion on the financial statements. Our conclusions are based on the information available to us at the date of this auditor's report. However, future events or conditions may cause a University to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

### Communication with those charged with governance

We communicate with the council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also confirm to the council that we have complied with relevant ethical requirements regarding independence, and communicate all relationships and other matters that may reasonably be thought to have a bearing on our independence, and where applicable, related safeguards.

## STATEMENT OF FINANCIAL POSITION

as at 31 December 2017

	Notes	2017 R'000	2016 R'000
<b>Assets</b>			
<b>Non-current assets</b>		<b>1 529 429</b>	1 253 710
Property, plant and equipment	3	1 527 595	1 252 262
Intangible assets	4	1 834	1 448
<b>Current assets</b>		<b>606 656</b>	443 979
Student debtors and other receivables	5	48 966	20 034
Cash and cash equivalents	6	557 690	423 945
<b>Total assets</b>		<b>2 136 085</b>	1 697 689
<b>Funds and Liabilities</b>			
<b>Funds</b>		<b>148 412</b>	112 923
Non-distributable funds			
PPE reserve	3	32 600	32 600
Restricted funds designated for specific activities			
Educational and general		(1 847)	(3 891)
Student and staff residences		(17 198)	(11 783)
Unrestricted Council controlled funds		134 857	95 997
<b>Liabilities</b>			
<b>Non-current liabilities</b>		<b>1 863 073</b>	1 484 824
Deferred income	9	1 863 073	1 484 824
<b>Current liabilities</b>		<b>124 600</b>	99 942
Trade and other payables	7	53 301	60 923
Provisions	8	5 318	3 445
Deferred income	9	65 981	35 574
<b>Total funds and liabilities</b>		<b>2 136 085</b>	1 697 689



## STATEMENT OF COMPREHENSIVE INCOME

for the year ended 31 December 2017

	Notes	Council Controlled Funds (Unrestricted) R'000	Specifically Funded Activities (Restricted) R'000	Student and Staff Residences (Restricted) R'000	2017  Total R'000	2016  Total R'000
<b>Recurrent Income</b>						
State appropriations – subsidies and grants	10	148 125	53 018	-	201 143	162 285
Tuition and other fees		33 473	-	26 725	60 198	39 241
Private gifts and grants		-	1 666	-	1 666	454
Sundry income	11	4 474	1 237	4	5 715	6 202
<b>Total Operating Income</b>		<b>186 072</b>	<b>55 921</b>	<b>26 729</b>	<b>268 722</b>	<b>208 182</b>
<b>Recurrent Expenditure</b>						
Personnel costs	13	104 222	4 071	1 026	109 319	67 878
Academic		60 278	3 261	-	63 539	38 415
Other personnel		43 944	810	1 026	45 780	29 463
Other operating expenses	14	49 104	7 776	31 078	87 958	95 046
Depreciation	3	1 402	42 091	39	43 532	27 256
Amortisation of intangible assets	4	128	490	-	618	465
<b>Total Operating Expenditure</b>		<b>154 856</b>	<b>54 428</b>	<b>32 143</b>	<b>241 427</b>	<b>190 645</b>
<b>Surplus / (Deficit) before interest</b>		<b>31 216</b>	<b>1 493</b>	<b>(5 414)</b>	<b>27 295</b>	<b>17 537</b>
Interest received	12	7 681	817	-	8 498	5 078
Interest paid		(37)	(266)	(1)	(304)	(254)
<b>Surplus / (Deficit) for the year</b>		<b>38 860</b>	<b>2 044</b>	<b>(5 415)</b>	<b>35 489</b>	<b>22 361</b>
Other comprehensive income		-	-	-	-	-
<b>Total comprehensive income / (loss) for the year</b>		<b>38 860</b>	<b>2 044</b>	<b>(5 415)</b>	<b>35 489</b>	<b>22 361</b>

## STATEMENT OF CHANGES IN FUNDS

for the year ended 31 December 2017

	Non-distributable funds	Funds designated for specific activities		Council Controlled funds	Total funds
	PPE reserve	Educational and general	Student and staff residences		
	(Restricted)	(Restricted)	(Restricted)	(Unrestricted)	
	R'000	R'000	R'000	R'000	R'000
Balance as at 1 January 2016	32 600	-	(8 469)	66 431	90 562
Total comprehensive income / (loss) for the 2016 year	-	(3 891)	(3 314)	29 566	22 361
Balance as at 31 December 2016	32 600	(3 891)	(11 783)	95 997	112 923
Total comprehensive income / (loss) for the 2017 year	-	2 044	(5 415)	38 860	35 489
Balance as at 31 December 2017	32 600	(1 847)	(17 198)	134 857	148 412
	(Note 3)				



**STATEMENT OF CASH FLOWS**

for the year ended 31 December 2017

	Notes	2017 R'000	2016 R'000
<b>Cash flows from operating activities</b>			
Cash receipts from Government and private sources		148 125	109 184 <sup>1</sup>
Cash receipts from students		52 097	25 487
Cash receipts from other parties		4 478	5 379 <sup>1</sup>
Cash paid to employees and suppliers		(196 572)	(139 519)
<b>Cash generated from operations</b>	<b>15</b>	<b>8 128</b>	<b>531</b>
Interest received	12	8 498	5 078
Interest paid		(304)	(254)
<b>Net cash generated from operating activities</b>		<b>16 322</b>	<b>5 355</b>
<b>Cash flows utilised in investing activities</b>			
Acquisition of property, plant and equipment	3	(318 865)	(395 745)
Additions to intangible assets	4	(1 004)	-
<b>Net cash utilised in investing activities</b>		<b>(319 869)</b>	<b>(395 745)</b>
<b>Cash flows from financing activities</b>			
State appropriations – subsidies and grants received			
DHET: WITS-administered infrastructure allocation	9	-	186 682
DHET: Restricted capital funding for infrastructure	9	391 430	401 880
DHET: Other restricted grants		12 500	19 668
Restricted private gifts and grants received		7 599	21 157
Interest earned and capitalised to restricted funds	9	25 763	15 827
<b>Cash flows from financing activities</b>		<b>437 292</b>	<b>645 214<sup>1</sup></b>
<b>Net increase in cash and cash equivalents</b>		<b>133 745</b>	<b>254 824</b>
Cash and cash equivalents at the beginning of the year		423 945	169 121
<b>Cash and cash equivalents at the end of the year</b>	<b>6</b>	<b>557 690</b>	<b>423 945</b>

**<sup>1</sup> Reclassification of prior year presentation**

Certain prior year amounts have been reclassified for consistency with the current year presentation. These reclassifications had no effect on the 2016 reported financial position and results of operations. Cash generated from operations in 2016, as previously reported, decreased by R 53.5 million with a corresponding increase now shown in cash generated from financing activities. The adjustment represents deferred income released to income and is included in subsidies and grants in the Statement of Comprehensive Income.

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS

### 1. General information

The financial statements were approved by the Council of the University on 20 August 2018.

Sol Plaatje University (SPU) is a Public University established under the Higher Education Act, No 101 of 1997, as amended (the Act). The University is domiciled in Kimberley, South Africa and the operations and principal activities of the University relate to education, research and community service, based on its vision and mission.

The presentational currency of the University is South African Rands. All amounts are rounded to the nearest thousand Rand (R'000). Comparative year financial results are presented for the year ended 31 December 2016.

### 2. Summary of significant accounting policies

The principal accounting policies applied in the preparation of these financial statements are set out below and are consistent with prior financial years. These policies will be consistently applied going forward, unless otherwise stated.

#### 2.1 Basis of preparation

The annual financial statements are prepared in accordance and comply with International Financial Reporting Standards (IFRS), as prescribed by the Minister of Higher Education and Training in terms of Section 41 of the Act. These financial statements have been prepared under the historical cost convention, except for property, plant and equipment that is measured at fair value.

#### 2.2 Statement of comprehensive income: Separate activities

The format of the statement of comprehensive income is designed to disclose separately:

- the utilisation of resources that are under the absolute control of the University Council;
- the utilisation of those resources that are prescribed in terms of the legal requirements of the providers of such resources; and
- the provision of residential accommodation for students and staff.

#### 2.3 Going concern

The Council is confident that the University has adequate resources to continue in operational existence for the foreseeable future. The University therefore adopts the going concern basis in preparing its annual financial statements.



## NOTES TO THE ANNUAL FINANCIAL STATEMENTS *(continued)*

### 2.4 Changes in accounting policies and disclosures

#### 2.4.1 New standards, amendments and interpretations to published standards applied for the first time by the University

New and amended IFRS and IFRIC interpretations that have been issued and are effective for annual accounting periods commencing on 1 January 2017, have been adopted by the University, as follows:

Standard/Interpretation	Description	Effective date
IAS 7: Cash flow statement	This amendment introduces an additional disclosure that will enable users of financial statements to evaluate changes in liabilities arising from financing activities.	1 January 2017

#### 2.4.2 New standards, amendments and interpretations to published standards not yet effective

New standards and amendments to standards and interpretations listed below are effective for accounting periods commencing on or after 1 January 2018 and have consequently not been applied in preparing these annual financial statements.

Standard / Interpretation	Description	Effective date
<b>New</b>		<b>Periods commencing on or after</b>
IFRS 9: Financial instruments	This standard replaces the guidance in IAS 39. It includes requirements on the classification and measurement of financial assets and liabilities; it also includes an expected credit losses model that replaces the current incurred loss impairment model.	1 January 2018
IFRS 15: Revenue from contracts with customers	Revenue is recognised based on the satisfaction of performance obligations, which occurs when control of goods or services transfers to a customer. The amendments clarify the guidance on identifying performance obligations, accounting for licences of intellectual property and the principal versus agent assessment (gross versus net revenue presentation).	1 January 2018
IFRS 16: Leases	Accounting for leases  This standard replaces the current guidance in IAS 17 and is a far reaching change in accounting by lessees in particular. IFRS 16 requires lessees to recognise a lease liability reflecting future lease payments and a 'right-of-use asset' for virtually all lease contracts. The IASB has included an optional exemption for certain short-term leases and leases of low-value assets; however, this exemption can only be applied by lessees. For lessors, the accounting stays almost the same. However, as the IASB has updated the guidance on the definition of a lease (as well as the guidance on the combination and separation of contracts), lessors will also be affected by the new standard.	1 January 2019

The University does not plan to adopt these standards early and the extent of the impact, if any, has not been determined, nor is likely to be significant, except for IFRS 9.

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS *(continued)*

### 2.5 Accounting estimates

Key assumptions concerning the future and other estimates involving uncertainty were made by management and existed at the reporting date. Actual results in the future could differ from these estimates which may be material to the financial statements. These estimations are disclosed below:

#### 2.5.1 Depreciation

At the end of each reporting period, management reviews the assets within property, plant and equipment to assess whether the estimated useful lives and residual values applicable to each asset are appropriate. Where necessary, the estimated useful lives and residual values are adjusted accordingly. The useful lives of assets are estimated by reviewing the degree to which assets are fully depreciated, but still remain on the fixed assets register and are in use. The carrying values and accumulated depreciation of all classes of property, plant and equipment at the end of the reporting period are disclosed in note 3.

#### 2.5.2 Amortisation

At the end of each reporting period, management reviews whether the estimated useful lives and residual values applicable to each intangible asset held by the University are appropriate. The useful lives of intangible assets are estimated by reviewing the periods over which the University will receive future economic benefits from use of the intangible assets. Where necessary, the estimated useful lives and residual values are adjusted accordingly. The carrying values and accumulated amortisation of all intangible assets at the end of the reporting period are disclosed in note 4.

#### 2.5.3 Impairment

##### 2.5.3.1 Student debtors and other receivables

At the end of the reporting period, management assesses whether the student debtors and other receivables have been impaired. The impairment assessment is based on the collectability of the outstanding debts and is disclosed in note 5.

##### 2.5.4.2 Property, plant and equipment and intangible assets

Property, plant and equipment and intangible assets are assessed at the end of each reporting period to estimate whether there is an indication that the carrying amounts of the respective assets may be impaired. If such an indication exists, the recoverable amount of each asset is estimated. The recoverable amount of an asset is the higher of its fair value, less costs to sell, and its value in use. In estimating the value in use, the estimated future cash flows of the assets are discounted. An impairment loss is recognised in the statement of comprehensive income when the carrying amount of an individual asset exceeds its recoverable amount.



## NOTES TO THE ANNUAL FINANCIAL STATEMENTS *(continued)*

### 2.6 Property, plant and equipment

Land and buildings comprise mainly lecture halls and facilities, workshops, student residences, sports and recreational facilities and administrative offices.

Property, plant and equipment is stated at historical cost less accumulated depreciation and accumulated impairment. Historical cost includes expenditure that is directly attributable to the acquisition of the items. Property, plant and equipment items are capitalised if their life expectancy is more than one year.

Property, plant and equipment acquired by means of donation are recorded at fair value at the date of the donation. Subsequent costs are included in the donated asset's carrying amount or recognised as a separate asset as appropriate, only when it is probable that future economic benefits associated with the item will flow to the University and the cost of the item can be measured reliably. All repairs and maintenance are charged to the statement of comprehensive income during the financial period in which they are incurred.

Land is not depreciated. Depreciation on other assets is charged to the statement of comprehensive income and is calculated using the straight-line method to allocate their cost or revalued amounts, as applicable, to their residual values over their estimated useful lives, as follows:

Buildings	15 – 100 years
Computer equipment	3 – 10 years
Equipment	3 – 5 years
Furniture and fittings	10 years
Motor vehicles	3 – 5 years



## NOTES TO THE ANNUAL FINANCIAL STATEMENTS *(continued)*

### 2.6 Property, plant and equipment *(continued)*

The major components of new buildings and their useful lives have been determined as follows:

Categories/Components	Useful lives
Partitions, floor finishes and ceilings, fixtures and fittings	15 years
Roads, paving and garden works	20 years
Roofs	
Electrical installations and mechanical services	
Air conditioning, ventilation and heat pumps	
Lifts	
Internal divisions, balustrading, plumbing and fire services, external works and services and sun control screens, grilles	30 years
Building structures	100 years
Foundations, ground floor construction	
Structural frames, structural components and external envelope	
Services buildings	
External gas installations	
Residual costs not otherwise specified above	

The costs of major maintenance or overhaul of property, plant or equipment are recognised in the carrying amounts of the respective items if it is probable that future economic benefits associated with these items will flow to the University and the cost of the items can be measured reliably. Expenditure incurred to replace a major component of an item is capitalised to the cost of the item. Any remaining carrying amount of the replaced part is derecognised.

### 2.7 Intangible assets

Intangible assets consist of purchased software licences and are capitalised at the purchase cost incurred to obtain the specific licences.

Intangible assets are measured at cost, less accumulated amortisation and impairment losses. The cost is amortised over the assets' estimated useful lives which vary from three to ten years. Amortisation is calculated to write off the cost of intangible assets, less their estimated residual values, using the straight-line method over the estimated useful lives, and is recognised in the statement of comprehensive income.

Subsequent expenditure is only capitalised when it increases the future economic benefits embodied in specific assets to which they relate. All other expenditure is recognised in the statement of comprehensive income when it is incurred. Amortisation methods, useful lives and residual values are reviewed at each reporting date.



## NOTES TO THE ANNUAL FINANCIAL STATEMENTS *(continued)*

### 2.7 Intangible assets *(continued)*

Intangible assets are reviewed for impairment whenever events or changes in circumstances indicate that their carrying amounts may not be recoverable. An impairment loss is recognised for the amount by which the intangible asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value, less costs of disposal, and its value in use. Prior impairments of intangible assets are reviewed for possible reversal at each reporting date.

### 2.8 Financial Instruments

The University recognises a financial asset or a financial liability when, and only when, the University becomes a party to the contractual provisions of the instrument. All financial instruments are initially measured at fair value net transaction costs. Subsequent to initial recognition the financial instruments are measured based on the classification of the financial instrument.

A financial asset and a financial liability should be offset and the net amount reported when, and only when, the University has a legally enforceable right to set off the respective amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

The University assesses at year-end whether a financial asset or group of financial assets have been impaired. An impairment is recognised for a financial asset or group of financial assets only if there is objective evidence of impairment as a result of one or more events ("loss event") that occurs after initial recognition and the loss event has an impact on the estimated future cash flows that can be reliably measured.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the University has relinquished substantially all related risks and rewards of ownership. Financial liabilities (or a part thereof) are removed from the statement of financial position when the obligations specified in the contract are discharged, cancelled or expire.

Financial assets carried on the statement of financial position at year-end are classified as loans and receivables. Financial liabilities carried on the statement of financial position at year-end are classified as financial liabilities.

#### 2.8.1 Loans and receivables

Loans and receivables comprises student debtors and other receivables, cash and cash equivalents.

Student debtors and other receivables are initially recognised at fair value net transaction costs and subsequently measured at amortised cost using the effective interest rate method. Gains and losses are recognised in the statement of comprehensive income.

If there is objective evidence of an impairment due to a loss event, an impairment loss is calculated as the difference between the carrying amount of the financial asset and the present value of the expected future cash flows discounted at the financial asset's original effective interest rate. The impairment is recognised by reducing the carrying amount of the loan or receivable to its recoverable amount directly or through an allowance account. The impairment loss is recognised in the statement of comprehensive income. If a related event occurs after the write-down of the asset, indicating the impairment loss has decreased, the impairment loss is reversed.

Cash and cash equivalents are short-term highly liquid investments that are readily convertible to known amounts of cash and that are subject to insignificant changes in value.

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS *(continued)*

### 2.8.1 Loans and receivables *(continued)*

Cash and cash equivalents are initially recognised at fair value and subsequently measured at amortised cost. For the purposes of the statement of cash flows, cash and cash equivalents comprise cash on hand and deposits held at banks on call or on short-term notice.

Financial assets are classified as current assets if the assets will be realised within one year or less. If not, they are presented as non-current assets.

### 2.8.2 Financial liabilities

Financial liabilities comprise trade and other payables. Financial liabilities are initially recognised at fair value, net of directly attributable transaction costs. After initial recognition, all financial liabilities are measured at amortised cost using the effective interest method.

Financial liabilities are deemed to be current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities.

## 2.9 Funds

### 2.9.1 Non-distributable funds (restricted)

These funds are designated as a Property, plant and equipment reserve and comprise surpluses arising on the valuation of land and buildings acquired by donations and grants to the extent that they do not represent deferred income.

### 2.9.2 Council controlled funds (unrestricted)

These funds are created by the appropriation of retained surpluses other than those retained for specific purposes. The manner in which these funds can be utilised is not restricted, but is instead at the discretion of Council.

### 2.9.3 Funds designated for specific activities (educational and general) (restricted)

These funds are created by the appropriation of retained surpluses for specific purposes. These funds can only be utilised for the purpose specified in legally binding terms by the providers of such funds or by other legally empowered persons.

### 2.9.4 Funds designated for specific activities (student and staff residences) (restricted)

Student and staff residences funds are restricted by statutory classification and are created by the appropriation of retained surpluses arising from the provision of accommodation to students and staff by the University. Conversely, deficits resulting from these activities are, despite being similarly grouped under the category of restricted funds for reporting purposes, in effect underwritten by the Council-controlled funds and accounted for accordingly.

## 2.10 Revenue recognition

Revenue is recognised to the extent that it is probable that future economic benefits will flow to the University and the revenue can be reliably measured. The following specific recognition criteria must also be met before revenue is recognised:

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS *(continued)*

### **2.10.1 State appropriations – subsidies and grants**

State subsidies and grants for general purposes are recognised as revenue at fair value in the financial year to which they relate. They are recognised where there is reasonable assurance that the subsidies and grants will be received and there is assurance that the University will satisfy all the relevant conditions.

### **2.10.2 Income-based grants**

Initially received in deferred income, income-based grants are recognised in income on a systematic basis in the periods in which the University recognises the related costs for which the grants are intended to compensate.

### **2.10.3 Asset-based grants**

Grants relating to assets are initially recognised as deferred income and, thereafter, are recognised in the statement of comprehensive income on a systematic basis over the useful lives of the related assets.

### **2.10.4 Tuition and other fees**

Tuition and other fees are recognised as revenue in the period to which they relate. Tuition and other fees are applicable to one academic and financial year and are recognised in that year. Deposits provided by prospective students are treated as current liabilities until the amounts are billed as due to the institution.

### **2.10.5 Sundry income**

Sundry income comprises income other than subsidies, grants, tuition fees, residences fees and interest received. Sundry income is recognised as revenue during the period to which it relates.

### **2.10.6 Interest received**

Interest received is recognised in the statement of comprehensive income using the effective interest rate method.

Interest income earned on cash and cash equivalents received for specifically funded activities is capitalised to deferred income. Investment income is recognised only when the provider of such funds formally grants the University permission to utilise the interest earned.

### **2.10.7 Private gifts and grants**

Income received for private gifts and grants are designated for specific purposes and arise from contracts, grants and donations. The income is recognised as revenue in the financial period when the University is entitled to use the funds.

### **2.11 Employee benefits**

The University operates a defined contribution retirement plan on behalf of its employees. Contributions are paid to a privately administered retirement plan on a mandatory, contractual or voluntary basis. The University has no further payment obligations once the contributions have been paid. The contributions are recognised as part of personnel costs as the related services are provided.

## NOTES TO THE ANNUAL FINANCIAL STATEMENTS *(continued)*

### 2.11 Employee benefits *(continued)*

Employee entitlements to annual leave are recognised when they accrue to employees. The present obligation at the end of the reporting period is calculated based the “cost to employer” remuneration applied to the accumulated leave days. The carrying value of the leave provision at the end of the reporting period is disclosed in note 8.

### 2.12 Provisions and contingencies

Provisions are recognised when:

- the University has an obligation at the reporting date as a result of a past event;
- it is probable that the University will be required to transfer economic benefits in settlement thereof; and
- the amount of the obligation can be estimated reliably.

Provisions are measured at the present value of the amounts expected to be required to settle the respective obligations. Contingent assets and contingent liabilities are not recognised, but nevertheless disclosed, as applicable, in the notes to the annual financial statements.

### 2.13 Commitments

Commitments relate, respectively, to infrastructure contracts awarded and in progress, contracts awarded but not yet commenced, and projects approved by the DHET and/or Council, but not yet awarded. A liability does not exist at year-end and is therefore not required to be included in the statements of financial position and comprehensive income, respectively. To the extent that these commitments can be reliably measured, they are disclosed in note 18.

### 2.14 Leases

All lease agreements entered into by the University are recognised as operating leases as all the risks and rewards incidental to ownership are not substantially transferred.

#### 2.14.1 University as lessor

Operating lease income is recognised as revenue on a straight-line basis over the lease term unless another systematic basis is representative of the time pattern of the benefit from the leased asset, even if the receipt of payments is not on that basis.

Initial direct costs incurred in negotiating and arranging operating leases are added to the carrying amount of the leased asset and recognised as an expense over the lease term on the same basis as the lease income.

#### 2.14.2 University as lessee

Operating lease payments are recognised as an expense on a straight-line basis over the lease term unless another systematic basis is representative of the time pattern of the benefit from the leased asset, even if the payments are not on that basis. Any contingent rents are expensed in the period they are incurred.

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS** *(continued)*

**3. Property, plant and equipment**

	Land and Buildings R'000	Computer Equipment R'000	Equipment R'000	Furniture And Fittings R'000	Motor Vehicles R'000	Assets under construction R'000	Total R'000
<b>Movement for the year 2017</b>							
Opening carrying amount	897 923	22 178	17 050	20 818	321	293 972	1 252 262
Additions	-	7 323	2 837	10 358	509	297 838	318 865
Transfers to Buildings	157 418	-	-	-	-	(157 418)	-
Depreciation	(30 155)	(6 318)	(4 185)	(2 753)	(121)	-	(43 532)
Carrying amount	<u>1 025 186</u>	<u>23 183</u>	<u>15 702</u>	<u>28 423</u>	<u>709</u>	<u>434 392</u>	<b>1 527 595</b>
<b>As at 31 December 2017</b>							
At cost / fair value	1 073 897	38 971	23 609	34 523	1 037	434 392	1 606 429
Accumulated depreciation	(48 711)	(15 788)	(7 907)	(6 100)	(328)	-	(78 834)
Carrying amount	<u>1 025 186</u>	<u>23 183</u>	<u>15 702</u>	<u>28 423</u>	<u>709</u>	<u>434 392</u>	<b>1 527 595</b>
<b>Movement for the year 2016</b>							
Opening carrying amount	133 096	22 077	5 670	6 922	497	715 511	883 773
Additions	75	4 441	14 147	16 016	-	361 066	395 745
Transfers to Buildings	782 605	-	-	-	-	(782 605)	-
Depreciation	(17 853)	(4 340)	(2 767)	(2 120)	(176)	-	(27 256)
Carrying amount	<u>897 923</u>	<u>22 178</u>	<u>17 050</u>	<u>20 818</u>	<u>321</u>	<u>293 972</u>	<b>1 252 262</b>
<b>As at 31 December 2016</b>							
At cost / fair value	916 479	31 648	20 772	24 165	528	293 972	1 287 564
Accumulated depreciation	(18 556)	(9 470)	(3 722)	(3 347)	(207)	-	(35 302)
Carrying amount	<u>897 923</u>	<u>22 178</u>	<u>17 050</u>	<u>20 818</u>	<u>321</u>	<u>293 972</u>	<b>1 252 262</b>

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS** *(continued)*
**3. Property, plant and equipment** *(continued)*

Building construction and renovation has been undertaken on donated properties that, currently, are not registered in the name of the University.

The donated properties have been gazetted, and the risks and rewards attributable to ownership were transferred to the University with effect from 31 December 2014.

The donated properties were independently valued, using the direct sales comparison valuation method for land and capitalised net income valuation method for buildings as at 31 December 2016, by Mr PF de Klerk, a professional valuer registered with the South African Council for the Property Valuers Profession and a member of the South African Institute of Valuers.

Erf number	Property description	Market-related values at 31 December 2016		
		Land R'000	Buildings R'000	Total R'000
879	William Pescod Campus	8 700	1 700	10 400
2503	Central Campus	14 500	-	14 500
3009	Luka Jantjie House (former Northern Cape Provincial Legislature Building)	9 400	35 700	45 100
	<b>Totals</b>	<b>32 600</b>	<b>37 400</b>	<b>70 000</b>

	2017 R'000	2016 R'000
Balances at the beginning of the year	1 448	1 913
Additions	1 004	-
Amortisation	(618)	(465)
Balances at the end of the year	<b>1 834</b>	<b>1 448</b>

**4. Intangible assets**


**NOTES TO THE ANNUAL FINANCIAL STATEMENTS** *(continued)*

	<b>2017</b>	<b>2016</b>
	<b>R'000</b>	<b>R'000</b>
<b>5. Student debtors and other receivables</b>		
<b>Student debtors</b>		
Total	<b>22 868</b>	11 142
Less: Provision for impairment	<b>(12 975)</b>	(5 210)
Balances at the end of the year	<b>9 893</b>	5 932
<b>Other receivables</b>		
Prepaid expenses	<b>13 900</b>	472
Accrued income	<b>10 605</b>	12 409
Sundry receivables	<b>14 568</b>	1 221
Balances at the end of the year	<b>39 073</b>	14 102
Total student debtors and other receivables	<b>48 966</b>	20 034
Balance at the end of the year	<b>9 893</b>	5 932
Funded students	<b>8 551</b>	5 420
Non funded students	<b>1 342</b>	512
<p>Student debtors of R9.9 million (2016: R5.9 million) are considered to be past due, but not impaired. At year-end all student debtors were reviewed for impairment. The impairment provision was calculated taking into account the academic results and the funding categories of students with outstanding debts. The University's procedures on management of credit risk of the student debtors past due are set out in note 17.1. The carrying value approximate the fair values for student debtors and other receivables.</p>		
<p>The movement in the provision for impairment of student debtors was as follows:</p>		
Balance at the beginning of the year	<b>5 210</b>	992
Charged for the year	<b>7 765</b>	4 218
Balance at the end of the year	<b>12 975</b>	5 210
<b>6. Cash and cash equivalents</b>		
Cash at bank	<b>11 282</b>	44 980
Short term deposits	<b>546 408</b>	378 965
Total cash and cash equivalents	<b>557 690</b>	423 945
<p>Cash and cash equivalents earn interest at variable daily bank deposit rates. Short-term deposits that are redeemable at 24 hours notice, are drawn down or added to, depending on the immediate cash requirements of the University. Deposits are held only at accredited banks for varying periods between one and six months. Included in cash and cash equivalents are funds held for restricted purposes of R463.5 million (2016: R353.9 million) (see note 9). The carrying values approximate the fair values.</p>		

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS** *(continued)*

	<b>2017</b>	<b>2016</b>
	<b>R'000</b>	<b>R'000</b>
<b>7. Trade and other payables</b>		
Trade payables	8 248	11 054
Accrued expenses	37 730	26 431
Accrued remuneration expenses	1 393	1 004
Other payables	5 930	3 103
Total	<u>53 301</u>	<u>41 592</u>
Other accrued expenses		
WITS-administered Infrastructure allocation (note 9)	-	19 331
Total trade and other payables	<u>53 301</u>	<u>60 923</u>
The carrying values of trade and other payables approximate their fair values.		
<b>8. Provisions</b>		
Employee leave provisions		
Balances at the beginning of the year	3 445	2 231
Accrued for the year	1 873	1 214
Balances at the end of the year	<u>5 318</u>	<u>3 445</u>
<b>9. Deferred income</b>		
Balance at the beginning of the year	1 520 398	928 740
Add: Grants received during the year	411 509	629 380
DHET: WITS-administered Infrastructure allocation	-	186 682
DHET Infrastructure and Efficiency grant	391 430	401 880
DHET: Other grants	9 000	19 661
Private gifts and grants	11 079	21 157
Add: Grants accrued		
DHET WITS-administered infrastructure allocation (note 7)	19 331	-
Private gifts and grants	7 500	-
Other income	47	6
Add: Interest earned and capitalised in terms of accounting policy	25 763	15 827
Less: Grants released to income – subsidies and grants (Note 10)	(53 018)	(53 101)
Released to income – private gifts and grants	(1 666)	(454)
Released to income -- interest received (Note 12)	(810)	-
Balance at the end of the year	<u>1 929 054</u>	<u>1 520 398</u>
Comprising:		
Non-current deferred income	1 863 073	1 484 824
Current portion of deferred income	65 981	35 574
Balance at the end of the year	<u>1 929 054</u>	<u>1 520 398</u>



**NOTES TO THE ANNUAL FINANCIAL STATEMENTS** *(continued)*

	<b>2017</b> <b>R'000</b>	<b>2016</b> <b>R'000</b>
<b>9. Deferred income</b> <i>(continued)</i>		
Made up as follows:		
Cash at bank and short-term deposits (Note 6)	<b>463 467</b>	353 853
Net value of assets (excluding assets under construction)	<b>1 031 195</b>	872 573
Net value of assets under construction (Note 3)	<b>434 392</b>	293 972
Total deferred income	<b>1 929 054</b>	1 520 398
The DHET appointed the University of Witwatersrand, Johannesburg (WITS) to project manage the initial physical planning and development of the infrastructure at Sol Plaatje University. During the year, completed buildings amounting to R157.4 million (2016: R782.6 million) were delivered by WITS.		
With effect from 1 April 2016, the University assumed full responsibility for the infrastructure development programme.		
<b>10. State Appropriations - Subsidies and grants</b>		
DHET: Operational grant	<b>148 125</b>	109 184
DHET: WITS-administered grant allocation, other subsidies and grants	<b>53 018</b>	53 101
Total subsidies and grants	<b>201 143</b>	162 285
<b>11. Sundry income</b>		
Management fee	-	3 500
Rental income	<b>1 189</b>	2 263
Application fees	<b>322</b>	283
Donations received	<b>919</b>	42
Student sports activities	<b>260</b>	98
Other	<b>3 025</b>	16
Total sundry income	<b>5 715</b>	6 202
<b>12. Interest received</b>		
Bank – Council-controlled funds	<b>7 681</b>	5 078
Bank – Galeshewe Teach Out Project	<b>7</b>	-
Released from deferred income (Note 9)	<b>810</b>	-
Total interest received	<b>8 498</b>	5 078

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS** *(continued)*

	2017 R'000	2016 R'000
<b>13. Personnel costs</b>		
Salaries and wages	106 886	66 362
Leave pay	789	1 214
Recruitment expenses	1 644	302
Total personnel costs	<u>109 319</u>	<u>67 878</u>
Included in salaries and wages are pension benefits of R 9,43 million (2016: R 5.44 million)		
<b>Permanent staff</b>		
Number of persons employed as at 31 December 2017: 173 (2016: 119)		
<b>Contract staff</b>		
Average number of persons employed during the year: 98 (2016: 76)		
<b>14. Other operating expenses</b>		
The following items have been included in operating expenses:		
Academic programmes expenses	6 675	3 585
Branding and marketing	937	312
Catering expenses	2 954	525
Computer expenses	716	4 488
External audit fees	1 171	612
Insurance	809	1 925
Internal audit fees	-	426
Management fees	-	3 500
Municipal services	14 570	23 440
Professional fees	4 431	7 017
Provision for impairment of students debtors	7 766	4 217
Rental fees	890	4 246
Repairs and maintenance expenditure	1 504	308
Residence food expenses and consumables	17 171	15 373
Security and safety	12 432	8 861
Student merit awards	2 461	1 741
Student related expenses	1 712	1 153
Subsistence, accommodation and travel	4 363	2 843
Other expenses	7 396	10 475
Total other operating expenses	<u>87 958</u>	<u>95 046</u>

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS** *(continued)*

	2017 R'000	2016 R'000
<b>15. Cash generated from operations</b>		
Surplus for the year	35 489	22 361
Interest received	(8 498)	(5 078)
Interest paid	304	254
	<hr/>	<hr/>
<b>Cash generated from operating activities</b>	<b>27 295</b>	<b>17 537</b>
<b>Non-cash items:</b>	<b>(1 706)</b>	<b>(20 402)</b>
Depreciation	43 532	27 256
Amortisation	618	465
Released from deferred income	(54 684)	(53 555)
Released to interest in respect of deferred income	(810)	-
Increase in provision for employment obligations	1 873	1 214
Increase in provision for student debtors	7 765	4 218
	<hr/>	<hr/>
<b>Movement in working capital:</b>	<b>(17 461)</b>	<b>3 396</b>
Increase in student debtors and other receivables	(29 197)	(19 137)
Increase in trade and other payables	11 736	22 533
	<hr/>	<hr/>
<b>Cash generated from operations</b>	<b>8 128</b>	<b>531</b>



**NOTES TO THE ANNUAL FINANCIAL STATEMENTS** *(continued)*

		<b>2017</b> <b>R'000</b>	<b>2016</b> <b>R'000</b>
<b>16. Related parties' transactions</b>			
The following are considered to be related parties to the University:			
<ul style="list-style-type: none"> <li>• Executive Management</li> <li>• University Council members; and</li> <li>• Members of Committees of Council</li> </ul>			
<b>16.1 Executive management remuneration</b>			
The following disclosures relate to the remuneration of members of the Executive management as defined in the Statute. For the purposes of the Higher Education Act, gross remuneration is based on the cost of employment to the University and comprises flexible remuneration packages, suitably annualised, and is inclusive of the employer's contributions to health and post-retirement benefits.			
		<b>Gross Annualised remuneration 2017 R'000</b>	<b>Gross Annualised remuneration 2016 R'000</b>
<b>Name and title</b>	<b>Office held</b>		
Ballim, Y Prof	Vice Chancellor and Principal	<b>3 354</b>	3 272
Olander, RJ Mr	Chief Operating Officer	<b>2 152</b>	2 099
Naidoo, R Mr	University Registrar	<b>1 805</b>	1 608
Total Executive Management remuneration		<b>7 311</b>	6 979
No lump sum payments in excess of R250 000 were made to any member of Executive Management during 2016 and 2017.			
<b>Executive Management remuneration comprises:</b>			
Short-term employee benefits		<b>6 302</b>	6 051
Post-employment benefits – Pension		<b>1 009</b>	928
Total Executive Management remuneration		<b>7 311</b>	6 979

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS** *(continued)*

**16. Related parties' transactions** *(continued)*

**16.2 Payments to members of Council and Committees of Council**

To whom paid	Number of Members	Meeting attendance <i>(Aggregate amount paid)</i> R'000	Expenses reimbursed <i>(Aggregate amount paid)</i> R'000	Other payments R'000	Total 2017 R'000	Total 2016 R'000
Chairperson: Council	1	13	-	-	13	5
Chairpersons: Committees	7	37	3	-	40	7
Members: Council	21	91	3	26	120	22
Members: Committees	47	46	4	-	50	10
<b>Totals</b>		<b>187</b>	<b>10</b>	<b>26</b>	<b>223</b>	<b>44</b>



**NOTES TO THE ANNUAL FINANCIAL STATEMENTS** *(continued)*

	2017 R'000	2016 R'000
<b>17. Financial Risk Management objectives and policies</b>		
<p>The University's main financial instruments comprise loans and receivables represented by student debtors of R9.9 million (2016: R5.9 million), other receivables of R39.1 million (2016: R14.1 million), cash and cash equivalents of R557.7 million (2016: R423.9 million) and other financial liabilities consisting of trade and other payables of R53.3 million (2016: R60.9 million). The main risks arising from the University's financial instruments are credit risk, liquidity risk, capital risk and interest rate risk.</p>		
<b>17.1 Credit Risk</b>		
<p>Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation.</p> <p>The University's exposure to credit risk, from cash and cash equivalents arises from default of the counterparty. The maximum exposure for the University is equal to the carrying amount of these instruments. The University places cash only with major, reputable financial institutions with good credit ratings.</p> <p>The University's exposure to credit risk from student receivables is mainly attributable to non-payment of student fees. The maximum exposure for the University is equal to the carrying amount of the student receivable balances after the provision for an impairment. The University's Finance Department has debt collection procedures in place to ensure the repayment of the outstanding balance reported at year end.</p> <p>The University's exposure to credit risk from other receivables is mainly attributable to non-delivery of goods and service for prepaid expenses or non-payment of the accrued interest balance reported at year end. The University minimises the risk by only trading with credit worthy third parties and cash is only held with reputable financial institutions.</p>		



**NOTES TO THE ANNUAL FINANCIAL STATEMENTS** *(continued)*

	<b>2017</b>	<b>2016</b>
	<b>R'000</b>	<b>R'000</b>
<b>17.2 Liquidity risk</b>		
Liquidity risk is the risk that an entity will encounter difficulty in meeting its obligations associated with financial liabilities.		
The University has access to sufficient funds through cash on hand and in the bank to cover its current liabilities.		
The maturity timeline of the University's financial liabilities at 31 December was, as follows:		
Less than 1 year:		
Trade and other payables	<u>53 301</u>	<u>60 923</u>
Total	<u>53 301</u>	<u>60 923</u>
<b>17.3 Capital Risk</b>		
The University's objective in managing capital is to safeguard its ability to continue as a going concern. The University has a healthy relationship of reserves and net assets.		
The University manages its debt conservatively. The University has no long term debt. Debt comprises mostly of trade creditors and other payables that are settled as promptly period as possible. At year-end the net position of the University was as follows:		
Cash and cash equivalents	<u>557 690</u>	<u>423 945</u>
Trade and other payables	<u>(53 301)</u>	<u>(60 923)</u>
Net current position	<u>504 389</u>	<u>363 022</u>
<b>17.4 Interest Rate Risk</b>		
The University has exposure to cash flow interest rate risk as a result of deposits held with financial institutions.		
As at 31 December 2017, if interest rates were 1% higher/lower on cash and cash equivalents with all other variables constant the surplus for the year would have been R1,1 million (2016: R1.7 million) higher/lower, mainly as a result of higher/lower interest received on cash and cash equivalents.		

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS** *(continued)*

		<b>2017</b> <b>R'000</b>	<b>2016</b> <b>R'000</b>
<b>17.5</b>	<b>Non-recurrent fair values</b>		
	<p>Property, plant and equipment donated to the University are measured in the statement of financial position at fair value on initial recognition. Property, plant and equipment initially recognised at fair value require disclosure of fair value measurements by level of the following fair value measurement hierarchy:</p> <ul style="list-style-type: none"> <li>• level 1 – quoted prices (unadjusted) in an active market for identical assets or liabilities.</li> <li>• level 2 – inputs other than quoted prices included in level 1 that are observable for the asset.</li> <li>• level 3 – inputs for the asset or liability that are not based on observable market data (that is unobservable inputs).</li> </ul> <p>There are no donated property plant and equipment categories in either level 1 or level 2 in terms of above hierarchy. All qualifying property, plant and equipment is accordingly classified as level 3.</p> <p>Donated properties (Note 3) were valued using the direct sales comparison valuation method for land and capitalised net income valuation method for buildings as at 31 December 2016. Significant unobservable inputs were used and therefore categorising these donated properties within Level 3 of the fair value hierarchy.</p>		
		<b>Fair Value</b> <b>2017</b> <b>R'000</b>	<b>Fair Value</b> <b>2016</b> <b>R'000</b>
		<b>Carrying Amount</b> <b>2017</b> <b>R'000</b>	<b>Carrying Amount</b> <b>2016</b> <b>R'000</b>
	Level 3		
	Property, plant and equipment	<u>70 397</u>	<u>70 205</u>
		<u>70 397</u>	<u>70 205</u>



**NOTES TO THE ANNUAL FINANCIAL STATEMENTS** *(continued)*

	<b>2017</b> <b>R'000</b>	<b>2016</b> <b>R'000</b>
<b>18. Commitments</b>		
Capital expenditure approved at the reporting date, but not recognised in the financial statements, is as follows:		
<b>Property, plant and equipment</b>		
Approved and contracted:		
Infrastructure and efficiency allocations receivable by the University	<b>290 471</b>	486 125
2017	-	486 125
2018	<b>290 471</b>	-
2019	-	-
Approved, but not yet contracted for:		
Infrastructure and efficiency allocation receivable by the University	<b>820 558</b>	930 423
2017	-	117 271
2018	<b>424 611</b>	401 862
2019	<b>395 947</b>	411 290
<b>Total</b>	<b>1 111 029</b>	<b>1 416 548</b>
<b>Funding of Commitments</b>		
Approved by DHET <sup>1</sup>	<b>1 071 083</b>	1 391 602
Donation approved by De Beers	<b>10 000</b>	5 000
Donation approved by Sishen Iron Ore Company	<b>20 000</b>	10 000
Grant approved by National Lotteries Commission	<b>9 946</b>	9 946
<b>Total</b>	<b>1 111 029</b>	<b>1 416 548</b>

<sup>1</sup> Approved by DHET, subject, however, to confirmation of availability of funds by the National Treasury

**NOTES TO THE ANNUAL FINANCIAL STATEMENTS** *(continued)*

	2017 R'000	2016 R'000
<b>19. Transactions with DHET</b>		
The University is ultimately accountable to DHET in terms of the Higher Education Act, as amended. Transactions with DHET were as follows:		
Operational grant	148 125	109 184
Ring-fenced DHET infrastructure and efficiency grants received by the University	391 430	401 880
Other ring-fenced grants received	9 000	19 661
<b>Total</b>	<b>548 555</b>	<b>530 725</b>
The operational grant, although an earmarked grant, is under the effective control, and is accordingly to be utilised at the discretion, of the University Council.		
DHET grant paid via WITS:		
Planning and development infrastructure and operating costs	19 331	186 682
<b>20. Contingent liabilities</b>		
During the ordinary course of its business, the University enters into a wide range of academic and other programmes, contracts and transactions that expose it to varying types and degrees of risk. As far as it is practicable to do so, provisions are made for known liabilities that are expected to materialise. Possible obligations and known liabilities where no reliable estimate can be made or it is considered improbable that an outflow will result, are noted as contingent liabilities in accordance with IAS 37: <i>Provisions, Contingent Liabilities and Contingent Assets</i> .		
No significant contingent liabilities in respect of the 2017 financial year have been identified.		



**NOTES TO THE ANNUAL FINANCIAL STATEMENTS (continued)**

	2017 R'000	2016 R'000
<p><b>21. Events after the reporting date</b></p> <p>In July 2016, the DHET issued the <i>Ministerial Statement on University Funding for 2016/17 and 2017/18</i>, in terms of which an earmarked grant comprising two tranches of R10 million for 2016 and R6.5 million for the 2017 academic years, respectively, was approved for the NIHE Northern Cape Pipeline Students project.</p> <p>Subsequent to 31 December 2017, the DHET paid the second tranche of R6.5 million to the University to settle the outstanding rates and taxes accounts with Sol Plaatje Municipality in respect of buildings occupied by the former NIHE. Consequently, this amount has been recognised in the Statement of Comprehensive Income in accordance with the University's accounting policy. The recognition of the second tranche of R6.5 million will have the effect of reducing the deficit reported for specifically funded activities.</p>		
<p><b>22. Taxation</b></p> <p>The University is exempt from South African normal taxation in terms of Section 10(1)(cA)(i) of the Income Tax Act, as amended, and therefore no provision has been made for taxation.</p>		



## APPENDIX 1

### Attendance at Council and Committees of Council Meetings

**Note:** Shaded areas in the Tables in Appendix 1, denote the period(s) either before or after membership of Council and/or the Committees of Council, hence are excluded for purposes of determining attendance percentages.

#### Attendance at Council Meetings

Name	Position	Dates of Meetings of Council				Overall Attendance
		17/03/2017 1 <sup>st</sup> Meeting	18/07/2017 2 <sup>nd</sup> Meeting	22/09/2017 3 <sup>rd</sup> Meeting	24/11/2017 4 <sup>th</sup> Meeting	
Mokgoro, JY Judge	Chairperson	✓	✓	✓	✓	100%
Glennie, JA Ms	Deputy Chairperson	✓	✓	✓	✓	100%
Akharwaray, GH Mr	Member	Apology	Apology	✓	✓	50%
Ballim, Y Prof	Member	✓	✓	✓	✓	100%
Bloem, BMS Ms	Member	Apology	Apology	Apology	Apology	0%
Bloom, TM Mr <sup>1</sup>	Member	✓	✓	Apology	✓	75%
Clarkson, RH Mr	Member	✓	✓	✓	✓	100%
Gelebe AC Prof	Member	✓	✓	✓	✓	100%
Hlatywayo, J Mr <sup>2</sup>	Member	✓	✓			100%
Jack, ZL Mr <sup>3</sup>	Member	✓	✓	✓	Apology	75%
Kesekile, TM Mr <sup>4</sup>	Member	✓	✓	✓		100%
Kimmie, AL Mr <sup>5</sup>	Member	Apology	✓	Apology	✓	50%
Madonsela, AN Mr	Member	✓	✓	✓	✓	100%
Masvosve, T Mr <sup>6</sup>	Member	✓	✓	✓		100%
Mataga, J Dr	Member	✓	Apology	✓	✓	75%
Molusi, ACG Mr	Member	✓	✓	✓	✓	100%
Muthien, YG Dr <sup>7</sup>	Member	✓	Apology			50%
Mutyorauta, JJ Mr	Member	✓	✓	✓	✓	100%
Ndzilili, HM Mr	Member	✓	Apology	✓	Apology	50%
Nkonyane, F Ms <sup>8</sup>	Member	✓	Apology			50%
Phatshoane, MV Judge	Member	✓	✓	Apology	✓	75%
Tshepe, T Ms <sup>9</sup>	Member				✓	100%
FitzGerald, PT Prof	Director: Special Projects (In attendance)	✓	✓	✓	Apology	75%
Naidoo, R Mr	University Registrar (In attendance)	✓	✓	✓	✓	100%
Olander, RJ Mr	Chief Operating Officer (In attendance)	✓	✓	✓	✓	100%
<b>Overall Attendance Percentage</b>		<b>88%</b>	<b>75%</b>	<b>81%</b>	<b>80%</b>	<b>81%</b>

<sup>1</sup> Appointed: 17 March 2017

<sup>2</sup> Term expired: 18 August 2017

<sup>3</sup> Term expired: 30 October 2017, Re-appointed 24 November 2017

<sup>4</sup> Term expired: 30 October 2017

<sup>5</sup> Appointed: 17 March 2017

<sup>6</sup> Resigned: 22 September 2017

<sup>7</sup> Term expired: 18 August 2017

<sup>8</sup> Term expired: 18 August 2017

<sup>9</sup> Appointed: 24 November 2017

### Attendance at Committees of Council Meetings

Executive Committee (EXCO)		Dates of Meetings				%
Name	Position	10/03/2017 1 <sup>st</sup> Meeting	12/07/2017 2 <sup>nd</sup> Meeting	08/09/2017 3 <sup>rd</sup> Meeting	09/11/2017 4 <sup>th</sup> Meeting	Overall Attendance
Mokgoro, JY Judge	Chairperson	✓	Apology	✓	Apology	50%
Glennie, JA Ms	Deputy Chairperson	✓	✓	✓	✓	100%
Akharwaray, GH Mr	Member	✓	Apology	✓	✓	75%
Ballim, Y Prof	Member	Apology	✓	Apology	✓	50%
Clarkson, RH Mr	Member	✓	✓	✓	✓	100%
Kimmie, AL Mr <sup>10</sup>	Member	✓	Apology	✓	✓	75%
Phatshoane, MV Judge	Member	✓	Apology	Apology	✓	50%
FitzGerald, PT Prof	Director: Special Projects (In attendance)	✓	Apology	✓	✓	75%
Naidoo, R Mr	University Registrar (In attendance)	✓	✓	✓	✓	100%
Olander, RJ Mr	Chief Operating Officer (In attendance)	✓	✓	✓	✓	100%
<b>Overall Attendance Percentage</b>		<b>90%</b>	<b>50%</b>	<b>80%</b>	<b>90%</b>	<b>78%</b>

Finance Committee		Dates of Meetings				%
Name	Position	23/02/2017 1 <sup>st</sup> Meeting	12/07/2017 2 <sup>nd</sup> Meeting	31/08/2017 3 <sup>rd</sup> Meeting	31/10/2017 4 <sup>th</sup> Meeting	Overall Attendance
Clarkson, RH Mr	Chairperson	✓	✓	✓	✓	100%
Akharwaray, GH Mr	Member	✓	Apology	✓	✓	75%
Ballim, Y Prof	Member	✓	✓	✓	✓	100%
Madonsela, AN Mr	Member	✓	✓	Apology	✓	75%
Dames BA Mr	Co-opted Member	✓	✓	Apology	✓	75%
Mawasha, B Mr	Co-opted Member	✓	Apology	✓	Apology	50%
Wainstein B Mr	Co-opted Member	✓	✓	✓	✓	100%
Naidoo, R Mr	University Registrar (In attendance)	✓	✓	Apology	✓	75%
Olander, RJ Mr	Chief Operating Officer (In attendance)	✓	✓	✓	✓	100%
<b>Overall Attendance Percentage</b>		<b>100%</b>	<b>78%</b>	<b>67%</b>	<b>89%</b>	<b>84%</b>

<sup>10</sup> Appointed: 14 March 2017

**Attendance at Committees of Council Meetings** (continued)

Audit And Risk Management Committee		Dates of Meetings					%
Name	Position	09/02/2017 1 <sup>st</sup> Meeting	20/06/2017 2 <sup>nd</sup> Meeting	26/07/2017 Special Meeting	15/08/2017 3 <sup>rd</sup> Meeting	07/11/2017 4 <sup>th</sup> Meeting	Overall Attendance
Kimmie, AL Mr	Chairperson	✓	✓	Apology	✓	✓	80%
Bloem, BMS Ms	Member	Apology	✓	Apology	Apology	Apology	20%
Glennie, JA Ms	Member	✓	✓	✓	✓	✓	100%
Albertyn, DL Mr	Co-opted Member	✓	✓	✓	✓	✓	100%
Kimber, N Ms <sup>11</sup>	Co-opted Member					Apology	0%
Van Tonder, JT Mr <sup>12</sup>	Co-opted Member					✓	100%
Ballim, Y Prof	Vice-Chancellor and Principal (In attendance)	✓	✓	✓	Apology	✓	80%
Naidoo, R Mr	University Registrar (In attendance)	✓	✓	✓	✓	✓	100%
Olander, RJ Mr	Chief Operating Officer (In attendance)	✓	✓	✓	✓	Apology	80%
<b>Overall Attendance Percentage</b>		<b>86%</b>	<b>100%</b>	<b>71%</b>	<b>71%</b>	<b>67%</b>	<b>79%</b>

Human Resources Committee		Dates of Meetings				%
Name	Position	17/02/2017 1 <sup>st</sup> Meeting	26/05/2017 2 <sup>nd</sup> Meeting	03/08/2017 3 <sup>rd</sup> Meeting	12/10/2017 4 <sup>th</sup> Meeting	Overall Attendance
Phatshoane, MV Judge	Chairperson	✓	✓	✓	✓	100%
Ballim, Y Prof	Member	✓	✓	✓	✓	100%
Madonsela, AN Mr	Member	✓	✓	✓	✓	100%
Masvosve, T Mr <sup>13</sup>	Member	Apology	✓	✓		67%
Molusi, ACG Mr	Member	✓	✓	Apology	✓	75%
Mutyorauta, JJ Mr	Member	✓	✓	✓	✓	100%
Nkonyane, F Ms <sup>14</sup>	Member	Apology	✓	Apology		33%
Naidoo, R Mr	University Registrar (In attendance)	✓	✓	✓	✓	100%
Olander, RJ Mr	Chief Operating Officer (In attendance)	✓	✓	✓	Apology	75%
<b>Overall Attendance Percentage</b>		<b>78%</b>	<b>100%</b>	<b>78%</b>	<b>86%</b>	<b>86%</b>

<sup>11</sup> Appointed: 22 September 2017

<sup>12</sup> Appointed: 22 September 2017

<sup>13</sup> Resigned: 22 September 2017

<sup>14</sup> Term expired: 18 August 2017

**Attendance at Committees of Council Meetings** (continued)

Facilities Planning, Infrastructure and Information Technology Committee		Dates of Meetings				%
Name	Position	02/03/2017 1 <sup>st</sup> Meeting	06/06/2017 2 <sup>nd</sup> Meeting	22/08/2017 3 <sup>rd</sup> Meeting	14/11/2017 4 <sup>th</sup> Meeting	Overall Attendance
Akharwaray, GH Mr	Chairperson	✓	✓	✓	✓	100%
Muthien, YG Dr <sup>15</sup>	Deputy Chairperson	Apology	Apology			0%
Ballim, Y Prof	Member	✓	✓	✓	✓	100%
Bloom, TM Mr <sup>16</sup>	Member			✓	✓	100%
Hlatywayo, J Mr <sup>17</sup>	Member	✓	✓			100%
Ndzilili, M Mr	Member	Apology	Apology	✓	✓	50%
Naidoo, R Mr	University Registrar (In attendance)	✓	✓	✓	✓	100%
Olander, RJ Mr	Chief Operating Officer (In attendance)	✓	✓	✓	✓	100%
<b>Overall Attendance Percentage</b>		<b>71%</b>	<b>71%</b>	<b>100%</b>	<b>100%</b>	<b>86%</b>

Remuneration Committee		Dates of Meetings		%
Name	Position	11/10/2017 1 <sup>st</sup> Meeting	27/11/2017 2 <sup>nd</sup> Meeting	Overall Attendance
Mokgoro, JY Judge	Chairperson	Apology	✓	50%
Glennie, JA Ms	Deputy Chairperson	✓	✓	100%
Bloem, BMS Ms	Member	✓	Apology	50%
Ballim, Y Prof	Vice-Chancellor and Principal (In attendance)	✓	✓	100%
Olander, RJ Mr	Chief Operating Officer (In attendance)	✓	✓	100%
<b>Overall Attendance Percentage</b>		<b>80%</b>	<b>80%</b>	<b>80%</b>

<sup>15</sup> Term expired: 18 August 2017

<sup>16</sup> Appointed: 17 March 2017

<sup>17</sup> Term expired: 18 August 2017

**Attendance at Committees of Council Meetings** (continued)

Institutional Forum		Dates of Meetings				%
Name	Position	14/02/2017 1 <sup>st</sup> Meeting	16/05/2017 2 <sup>nd</sup> Meeting	15/07/2017 3 <sup>rd</sup> Meeting	04/12/2017 Workshop	Overall Attendance
Bloem, BMS Ms	Chairperson	✓	✓	Apology	Apology	50%
Ballim, Y Prof	Acting Chairperson and Member (Vice-Chancellor and Principal)	✓	✓	✓	✓	100%
Truys, C Ms	Acting Chairperson and Co-opted Member	✓	✓	✓	Apology	75%
Benneyworth, G Mr	Member	Apology	Apology	Apology	Apology	0%
Berend, A Ms <sup>18</sup>	Member (SRC)	✓	Apology	✓		67%
Dakora, EAN Dr <sup>19</sup>	Member	Apology	✓	Apology		33%
Du Toit, GF Prof	Member	✓	✓	Apology	Apology	50%
Jack, Z Mr <sup>20</sup>	Member				✓	100%
Lekalakala, L Mr <sup>21</sup>	Member				✓	100%
Mokhele, BS Mr	Member	✓	✓	✓	Apology	75%
Molise, PNL Ms <sup>22</sup>	Member	✓	✓	✓		100%
Mutyorauta, JJ Mr	Member	✓	✓	✓	Apology	75%
Mwansa, G Mr	Member	✓	✓	✓	✓	100%
Nkonyane, F Ms	Member	✓	✓	✓	✓	100%
Rademeyer, C Dr <sup>23</sup>	Member	Apology				0%
Sefadi, J Dr <sup>24</sup>	Member		✓	✓	✓	100%
Tshepe, T Ms <sup>25</sup>	Member (SRC)	✓	Apology	✓		67%
Van der Spuy, J Mr <sup>26</sup>	Member	✓	✓	Apology		67%
September, J Mr	Co-opted Member	✓	Apology	✓	✓	75%
Naidoo, R Mr	University Registrar and Ex-Officio member (In attendance)	✓	✓	✓	Apology	75%
<b>Overall Attendance Percentage</b>		<b>82%</b>	<b>76%</b>	<b>71%</b>	<b>50%</b>	<b>70%</b>

<sup>18</sup> Term expired: 30 October 2017

<sup>19</sup> Term expired: 31 May 2017

<sup>20</sup> Appointed: 1 November 2017

<sup>21</sup> Appointed: 1 November 2017

<sup>22</sup> Resigned: 31 Augustus 2017

<sup>23</sup> Resigned: 31 March 2017

<sup>24</sup> Appointed: 1 May 2017

<sup>25</sup> Term expired: 30 October 2017

<sup>26</sup> Term expired: 31 Augustus 2017



## APPENDIX 2

### Key Risks

Risk Rank	Risk Event	Scenario	Likelihood	Impact	Mitigation
1	Maintenance and immoveable asset management capacity	The SPU buildings, equipment and the landscaped site infrastructure are growing rapidly as significant new infrastructure is completed and handed over. The associated routine maintenance and quality assurance checks of the equipment and bulk infrastructure as well as the upkeep of the grounds require a systematic and effective schedule. Asset management, maintenance and contract service arrangements and capacity will need to rapidly evolve, expand and consolidate	Medium	High	<ul style="list-style-type: none"> <li>A three-person senior management team, led by the COO, is addressing this issue;</li> <li>An appropriate consultant was appointed to assist with structures, systems and capacity-building;</li> <li>An experienced Logistics Manager was appointed in May 2017 to provide direct management leadership on this issue.</li> </ul>
2	Performance Management	Only rudimentary institutional and individual performance management procedures are in place. If policies and protocols are not developed shortly, organisational or individual underperformance could result.	High	High	<ul style="list-style-type: none"> <li>An external consultant was appointed to consult and develop an approach and the process. Managers and staff will implement the performance management system, starting with Senior Management in 2018.</li> <li>The consultant also started with process of socialising performance management approach among staff and management.</li> </ul>
3	Financial Revenue Collection	Lack of crucial ability to implement effective collection mechanisms is built-in and consolidated (including effective procedures for oversight, monitoring and reporting). Student debt is not collected or is collected too late.	Medium	High	<ul style="list-style-type: none"> <li>Appropriate revenue collection systems and capacity were established in the Finance Division.</li> <li>Accurate, clear and coherent reports made to FINCO and ARMC pursuant to their proper exercise of oversight on this matter</li> <li>Consideration was given to an increase in the budget provision for doubtful debts.</li> <li>The facilitation of NSFAS funding and the securing of other student bursaries were prioritised to ensure less revenue needs to be collected from individual students.</li> </ul>

## Key Risks (continued)

Risk Rank	Risk Event	Scenario	Likelihood	Impact	Mitigation
4	Reputation Management	Lack of dedicated staff and strategies for improving reputation necessary for recruitment of talented academic and administrative staff, as well as for growing the enrolment of suitable students. Public Relations, Marketing and Communication are all key aspects of this important brand-building.	Low	Medium	<ul style="list-style-type: none"> <li>The Vice-Chancellor's Office took direct responsibility for reputation management and branding in the interim.</li> <li>Key marketing and reputational issues were placed on the Agenda of the Senior Management Team (SMT).</li> <li>Improvements to the SPU website were implemented and are ongoing.</li> <li>The position of a Communications and Publicity Manager was developed.</li> </ul>
5	Lack of development/adaptation of specific and customised policies for SPU	SPU needs a range of customised policies dealing with all aspects of the University including school governance, research incentives, financial procedures, delegation of authority, conference travel, staff training and development, budget processes and so on. The use of generic policies cause frustration and may impede the attainment of optimal performance.	Low	Medium	<ul style="list-style-type: none"> <li>Generic policies from the DHET manual were utilised in instances where no SPU policy had yet been developed and approved.</li> <li>A number of priority policies for SPU were identified and developed accordingly.</li> </ul>
6	Risk of damage to Infrastructure and/or equipment related to unrest/crime	Academic, administrative or residence buildings or facilities could be damaged by arson or other means as a result of student, labour, political, or other associated actions.	Medium	High	<ul style="list-style-type: none"> <li>Communication, consultation and monitoring processes were in place in regard to key sectors and constituencies.</li> <li>Security protocols were further developed to cope with emergency situations.</li> <li>A Security Manager was appointed to integrate, coordinate and assure all aspects of safety and security at SPU.</li> </ul>
7	Lack of timeous financial reports (month end, quarterly, interim financial statements and year-end)	This results in delayed submissions for audit and other statutory requirements and compliance.	High	High	<ul style="list-style-type: none"> <li>Management committed to prepare monthly management accounts and Internal Audit performed audit readiness checks to appraise management and the ARMC.</li> </ul>

**Key Risks (continued)**

Risk Rank	Risk Event	Scenario	Likelihood	Impact	Mitigation
8	Construction programmes	Continuity of technical input, advice and ongoing quality assurance to all aspects of the construction programmes is important. Lack thereof might lead to delays in the construction programmes.	Low	Medium	<ul style="list-style-type: none"> <li>Construction was closely monitored to ensure that possible delays were timeously identified and addressed.</li> <li>Calls were made for expressions of interest from local service providers to also ensure that accredited providers were on board early in the cycle.</li> </ul>
9	Not meeting enrolment figures	As one of the new universities in the country, SPU has to meet own enrolment figures as set out in the Academic Plan, as well as assisting in meeting the national enrolment targets. New programmes will facilitate.	Low	Medium	<ul style="list-style-type: none"> <li>A number of recruitment activities through Schools and Provincial initiatives were arranged throughout the year.</li> <li>Walk-in applications with competent academic results were accepted after the advertised closing date.</li> </ul>
10	Appointment of key staff	Energetic, expert and focused person is required for the position of DVC: Academic	Medium	High	<ul style="list-style-type: none"> <li>VC initiated a head-hunting process to find a suitable candidate for the position of DVC: Academic</li> </ul>
11	Academic Quality Assurance	Various key functions such as Academic Quality Assurance to date have not been sufficiently developed, partially because of the lack of an appointment of a DVC: Academic. This could compromise academic standards.	Medium	High	<ul style="list-style-type: none"> <li>Senate reviewed and consolidated its Committee system, including responsibility for Academic Quality Assurance.</li> <li>A structure for School Management Committees was developed to assist the Head of School in processes relevant to academic quality.</li> <li>An Academic Planning Office was established and a Director appointed to take responsibility for academic quality.</li> </ul>

## APPENDIX 3

### Annual Performance Plan Assessment for 2017

2017 Key Performance Indicators	Target 2017	Actual 2017	% Variance	Comments on 2017 performance against targets
<b>STRATEGIC GOAL 1:</b> Establish foundations of an academic programme of teaching and learning excellence, research development and community engagement				
<b>Objective 1.1:</b> Curriculum design, programme development and delivery				
1.1.1	Consolidation of BA, BSc and BCom degrees To deliver the 2 <sup>nd</sup> year of: <ul style="list-style-type: none"> <li>Bachelor of Commerce degree</li> <li>Bachelor of Arts degree</li> <li>Bachelor of Science degree</li> <li>Bachelor of Commerce degree</li> </ul>	2 <sup>nd</sup> year of BA, BSc and B Com degrees implemented and delivered	-	Achieved
1.1.2	Viable student registration numbers for academic programmes At least fifteen (15) students in each of the new programmes to be registered	The HEQC has not yet approved the new programmes submitted by SPU for approval.	<b>-100%</b> ↓	No new programmes offered in 2017
1.1.3	Overall student Enrolment Plan At least 1 000 students to be registered to be registered in In all programmes at SPU	<b>Registered = 1 039 students</b> <ul style="list-style-type: none"> <li>Bachelor of Arts = 110 students</li> <li>Higher Certificate in Heritage Studies = 36 students</li> <li>Bachelor of Commerce = 32 students</li> <li>Diploma in Retail Business Management = 91 students</li> <li>Bachelor of Science = 67 students</li> <li>Bachelor of Science (Data Science) = 54 students</li> <li>Diploma in Information and Communication Technology = 119 students</li> <li>Bachelor of Education = 530 students</li> </ul>	+3.9% ↑	Achieved
1.1.4	Progression to 2 <sup>nd</sup> year of studies At least 75% of 1 <sup>st</sup> time entering students to progress to 2 <sup>nd</sup> year of studies	87,35% of first years progressed to second year of study	+16% ↑	Highly satisfactory performance by first-year students

2017 Key Performance Indicators	Target 2017	Actual 2017	% Variance	Comments on 2017 performance against targets
1.1.5 Course pass rates	At least 85% course pass rate	82% course pass rate	-2.55% ↓	Course pass rate target missed due to exigencies. Concern that rapid growth of student numbers may be leading to some pedagogical lags.
1.1.6 Cohort completion rate	At least 80% cohort completion rate	59% cohort completion rate at end of 2017, but a further 20% of the cohort of students who would have completed, are still at the University.	-	Cohort completion refers to eventual completion (not minimum time completion). Indication is that the target will be achieved as further cohort members complete.
<b>Objective 1.2: Ensure student-focused Teaching and Learning</b>				
1.2.1 Teaching and Learning Committee	Teaching and Learning Committee to be fully operational	Teaching and Learning Committee fully functional as a sub-committee of the APC (Academic Planning Committee)	-	Achieved
1.2.2 Teaching and learning policies, procedures and protocols	Teaching and learning policies, procedures as approved in 2016 to be implemented and operational	Teaching and Learning guidelines, approved by Senate for implementation in 2017 as overseen by Teaching and Learning Committee, supported by both transversal and school-based workshops for academic staff.	-	Achieved
1.2.3 SPU library	New library to be operational	<ul style="list-style-type: none"> <li>New library was not fully operationalised in 2017 due to building construction delays. Interim arrangements were continued in 2017.</li> <li>Library operational as from January 2018</li> </ul>	-100% ↓	Arrangements for the new library were in place in 2017, but due to physical infrastructure, it will only be operational in 2018.

2017 Key Performance Indicators	Target 2017	Actual 2017	% Variance	Comments on 2017 performance against targets
<b>Objective 1.3: Develop academic quality assurance system</b>				
1.3.1 Student feedback on modules and lecturers	Student Feedback to be obtained on >50% of modules and lecturers	Student feedback procedures have been developed, but not yet implemented	-80% ↓	Student feedback procedures have been developed, but not yet implemented.
1.3.2 School- based quality Assurance instruments	School-based quality assurance instruments to be designed and approved	Compliant External and Internal moderation practised in all Schools  A total of 13 instruments approved by the School of Natural and Applied Sciences' Board in May and October  School of Humanities externally reviewed  School of Education utilized Programme Coordinators to monitor application and feedback	-75% ↓	Of the four Schools, only the School of Education implemented a formal Quality Assurance system with feedback to allow review and improvement. While systems are in place in other Schools, these have not yet been formalised into Quality Assurance systems.
1.3.3 Quality assurance policies and protocols	University-wide quality assurance policies, procedures and protocols to be approved and in place	Various documents such as the Academic Plan, Strategic Plan, Policy on Assessment, Teaching and Learning Guidelines are in place to guide procedure and protocols.  All teaching and learning matters – including programme development - are tabled at the regular Academic Planning Committee meetings, where it is interrogated and where applicable, recommended to Senate for approval. (APC is a sub-committee of Senate.)	-	Procedures and guidelines to ensure quality is in place and operational.  However, a Policy on Quality Assurance is still outstanding.

2017 Key Performance Indicators	Target 2017	Actual 2017	% Variance	Comments on 2017 performance against targets
<b>Objective 1.4: Establish research thrusts</b>				
1.4.1 Senate Research Committee	Senate Research Committee to be established and in place	Committee formally established in October 2017 and the first meeting convened February 2018	-50% ↓	Committee formally appointed in 2017 Convened in 2018
1.4.2 Research Plan	Research Plan to be implemented	Not achieved	-100% ↓	Research Plan still in preparation
1.4.3 Research programme initiatives	One research programme to be initiated	Five year Research collaboration with HSRC commenced 8 November 2017	-	Achieved
1.4.4 Research capacity building programme	Research capacity building programme to be developed and in place	Research capacity building decentralized to Schools. All four schools implemented research capacity programmes in 2017. (See School 2017 SAPP final reports.)	-	Achieved
<b>Objective 1.5: Promote critically engaged scholarship</b>				
1.5.1 Strategic University-wide collaboration initiatives	One strategic University-wide collaboration to be initiated and implemented	Bana Bokamoso Street Children Project has successfully integrated community engagement with research opportunities across the Institution, including participation of academics, students, sports and other officials and administrators.	-	Achieved
1.5.2 Service-learning collaborations for diploma programmes	Service learning to be in place for: • Diploma in Retail Business Management • Diploma in ICT	Service learning collaborations and student placement successfully achieved in both Retail Business Management and ICT through cooperation with a variety of local businesses and organisations	-	Achieved
1.5.3 Public lectures	Twelve (12) public lectures to be hosted	The following public lectures were hosted: • 'Africa Month', E Williams (April 2017) • 'Kanteen Kopje, Prof D Morris (April 2017) • 'Archaeology of Prehistoric Art in the Northern Cape in the 21st Century', Prof Silvia Tomášková, (July 2017) • 'Dialogues on Land, Food and Youth', Prof G Fester (July 2017) • 'Memory and History', Dr G Benneyworth (August 2017)	-	Achieved

2017 Key Performance Indicators	Target 2017	Actual 2017	% Variance	Comments on 2017 performance against targets
1.5.3 (contd)		<ul style="list-style-type: none"> <li>• 'Panfricanism: Myth or Reality?', Prof JJ Sene (August 2017)</li> <li>• 'Transformation of the Curriculum in Higher Education', Dr C Ndeye-Ndereya (September 2017)</li> <li>• 'Retrieving a lost past: Mathakgong Kepadisa, Sol Plaatje and the Siege of Mahikeng', Dr B Willan (September 2017)</li> <li>• 'Remembering Steve Biko', Prof G Fester (September 2017)</li> <li>• 'Democracy and Delusio', Sizwe Mpofofu-Walsh (September 2017)</li> <li>• 'Nourishment in the first 100 000 Days', Dr Fiona Ross and Ms C Truys (October 2017)</li> </ul>		
1.5.4 Seminars hosted	Six (6) seminars held	<p>Eight (8) seminars were held in 2017, viz</p> <ul style="list-style-type: none"> <li>• <i>Inaugural Summer School of Writing</i> (January 2017)</li> <li>• <i>Publishing Workshop for Writers</i> (April 2017)</li> <li>• <i>Role of Business Incubation and Apprenticeship in South Africa</i> (June 2017)</li> <li>• <i>Non-Fiction Writing</i> (July 2017)</li> <li>• <i>The Origins of Women's Day and Current Challenges</i> (August 2017)</li> <li>• <i>A Public Service Leadership Development Model</i> (September 2017)</li> <li>• <i>Intersectionality</i> (September 2017)</li> <li>• <i>Experience Economy Constructs on Tourist Experiences: Northern Cape</i> (October 2017)</li> </ul>	+33% ↑	Achieved
1.5.5 Academic conferences	One (1) academic conference to be hosted	A Conference on 'Afrikaans Language and the Northern Cape' was hosted in collaboration with the NHSS and the University of the Western Cape on 2 and 3 November 2017. The Conference included national and international contributors and delegates.	-	Achieved



2017 Key Performance Indicators	Target 2017	Actual 2017	% Variance	Comments on 2017 performance against targets
<b>STRATEGIC GOAL 2:</b> Fashion a SPU experience notable for its vibrancy, critical enquiry, open debate and scholarly excellence				
<b>Objective 2.1:</b> Promote a culturally diverse and inclusive student body and faculty				
2.1.1 Policy on Diversity and Inclusion in Student Selection implemented	Policy on Diversity and Inclusion in Student Selection to be developed and approved	Not yet developed	-100% ↓	Complex policy and rights' issues arose which have not yet been worked through and resolved
2.1.2 Programme on Diversity	Thematic events to systematically address Diversity to be successfully implemented	<ul style="list-style-type: none"> <li>Orientation Workshop held on Diversity (February 2017)</li> <li>Workshop on Diversity – Emerging Student Leaders (August/September 2017)</li> <li>Rathaga Human Rights Day event on Diversity (March 2017)</li> </ul>	-	Achieved
2.1.3 Student initiatives on Transformation and Diversity promotion	Enable two student initiatives Focused on Transformation and Diversity promotion	<p>Four initiatives, as follows:</p> <ul style="list-style-type: none"> <li>Diversity with focus on 'Building an Inclusive SPU Student Community'</li> <li>Launched a pilot programme 'Emerging Students Leader' which included the following sessions:                             <ul style="list-style-type: none"> <li>Building a SPU as envisaged in the Constitution - thus</li> <li>A discussion on the Bill of Rights; and</li> <li>Looking at the Role of Women in Leadership, thus</li> <li>Looking at transforming our (student) leadership spaces</li> </ul> </li> <li>Gay and Lesbian Association workshop series (July 2017)</li> <li>University Trans-Collective dialogue on gender, gender non-conformity (July 2017)</li> </ul>	+100% ↑	Target exceeded



2017 Key Performance Indicators	Target 2017	Actual 2017	% Variance	Comments on 2017 performance against targets
<b>Objective 2.2: Ensure effective student support and wellbeing</b>				
2.2.1 Academic support programme	Academic support actions in each School	<ul style="list-style-type: none"> <li>School of Humanities held two Academic Writing for students and issued a booklet on 'Academic Writing and Referencing'</li> <li>School of Natural and Applied Sciences instituted system for early identification of students at risk</li> <li>Residence Life organised three (3) 'Development of Learning Dialogues'; three (3) first-year academic evenings and Examination Preparatory Seminars before major exams</li> <li>Tutors in place at the School of Education</li> </ul>	-	Achieved Good progress to date and target achieved
2.2.2 Structured residence life programme aimed at learning and institutional culture development	Residence Committees to be elected and trained accordingly at each residence as vehicles for this purpose	<ul style="list-style-type: none"> <li>Residence Committees in place. Training Workshops for such Committees held in January and in May 2017</li> </ul>	-	Achieved
2.2.3 Psychosocial and wellbeing programme	Appoint relevant staff and establish programme on psychosocial health	<ul style="list-style-type: none"> <li>Student Advisor appointed to ensure a first port-of-call psychosocial support service</li> <li>Primary Healthcare Nurse appointed (October 2017)</li> <li>Integrated student health and wellness awareness campaigns (2), including HIV awareness and testing, student support groups, blood donation campaigns and dialogues on gender-based violence implemented</li> </ul>	-	Achieved
<b>Objective 2.3: Provide a healthy, safe, secure and vibrant university environment integrated into the city</b>				
2.3.1 Student health arrangements and emergency medical protocols	Establish following health facilities for students: <ul style="list-style-type: none"> <li>Appoint Primary Healthcare Nurse</li> <li>Emergency medical protocols in place</li> </ul>	<ul style="list-style-type: none"> <li>Medical emergency protocol and service established (January 2017)</li> <li>Primary Healthcare Nurse appointed (October 2017)</li> </ul>	-	Achieved

2017 Key Performance Indicators	Target 2017	Actual 2017	% Variance	Comments on 2017 performance against targets
2.3.2 Security Assessment and Plan	Security Assessment and Plan to be implemented	Security plan developed Head of Security appointed (April 2017)	-25% ↓	The Security function is transitioned from outsourced to insourced environment and processes and plans have not fully been implemented.
2.3.4 SPU Safety Committee	SPU Safety Committee to be established and in place	Not yet established	-100% ↓	The new Head of Security Services initiated the process of establishing the form and remit of the Committee, but no meetings were held in 2017.
<b>Objective 2.4: Develop a service-focused administration</b>				
2.4.1 Service Charter	Service Charter to be developed and in place	A Maintenance and Related Services Plan has been drafted but not yet approved by Management.	-25% ↓	The draft document needs to be reviewed and approved by Management.
2.4.2 Reports on service standards maintenance	Reports on service standards maintenance to be produced	Maintenance issues identified were reported to the relevant line management although mostly not in standardised reporting processes.  Reporting templates have been developed and will be rolled out during 2018.	-25% ↓	The draft document needs to be reviewed and approved by Management.
2.4.3 End-user service satisfaction surveys	End-user satisfaction – Surveys to be undertaken for at least one department	Formal end-user surveys were not conducted. However, reports/issues from students and staff are dealt with as and when reported.  SPU has done a survey for Supercare to give feedback regarding their services for the year.	-50% ↓	Management will consider the need to implement a formalised feedback process because this is a daily operational responsibility.




2017 Key Performance Indicators	Target 2017	Actual 2017	% Variance	Comments on 2017 performance against targets
<b>STRATEGIC GOAL 3:</b> Advance the governance, management and operating capabilities of SPU towards outstanding scholarship				
<b>Objective 3.1:</b> Develop human resources				
3.1.1 Appropriately qualified staff recruitment	At least 55 new staff needed	53 staff recruited in line with the job requirements	-4% ↓	Not fully achieved
3.1.2 Staffing and promotions criteria and protocols	Staffing and promotions protocols as approved by Council in 2016 to be operationalised.	Protocols implemented and four (4) academic staff members received promotion in 2017	-	Achieved
3.1.3 Staff development programme	Properly identified staff training and skills needs to be addressed through appropriate courses/events.	The Work Skills Plan and the Annual Training report were duly prepared and submitted to the ETDP SETA. As a result a total of 34 SPU staff members benefited in the development programme funded by the ETDP SETA.	-	Achieved
3.1.4 Academic staff in teaching and research	Programme for the development of academic staffing teaching and research to be rolled out.	Devolved to Schools. All schools developed and implemented academic staff development programmes through relevant workshops, in-house seminars/events and mentoring arrangements.	-	Achieved
3.1.5 Performance management policy and procedures and staff training on implementation of performance management system	Institutional Performance Management system to be instituted in 2017, as first phase of overall performance management approach.	Institutional Performance Management system instituted and successfully piloted in 2017 through the development, monitoring and final reports on School Annual Performance Plans (SAPPs) and Divisional Annual Performance Plans (DAPPs). Workshops held in all four (4) Schools and all three (3) divisions to explain, socialise and demonstrate process.	-	Achieved
<b>Objective 3.2:</b> Ensure financial sustainability				
3.2.1 Undertake investigation into and report on local demand for short, executive and certificate programmes	A formal study to be carried out	A Management decision was taken to concentrate on the formal qualifications.	-100% ↓	Not Achieved

2017 Key Performance Indicators	Target 2017	Actual 2017	% Variance	Comments on 2017 performance against targets
3.2.2 Policies on Financial Management and Procurement and procedures	At least two (2) policies to be developed Increase capacity in the Finance Division	<ul style="list-style-type: none"> <li>Policy on Risk Management</li> <li>Risk Management Strategy</li> <li>Policy on Internal Audit Function</li> <li>Policy on Investment</li> <li>Appointed Deputy Director: ITS Administrator</li> </ul>	-	Achieved
3.2.3 Policies on Intellectual Property, Academic Consulting and External Work	Develop at least one policy: <ul style="list-style-type: none"> <li>Policy on Consulting and External Work</li> <li>Policy on Intellectual Rights</li> </ul>	Not yet established	-100% ↓	Not Achieved
3.2.4 Ethics and corruption reporting and response protocols in partnership with audit service provider	Ensure that an Ethics Hotline is in place	Ethics Hotline launched and fully operational (in partnership with KPMG) in September 2017	-	Achieved
3.2.5 Third-stream income for student bursary support through donations and/or endowments	Funds raised from at least 10 sources	Funds raised through Annual Chancellor's Dinner, SPU Golf Day, Thebe Foundation, Standard Bank, ABSA, Bankserv, Anglo, ETDP SETA, Bankseta, W&RSETA.	-	Achieved
<b>Objective 3.3</b> Provide access to infrastructure, facilities and Information, Communication and Networking Technologies (ICTs)				
3.3.1 ICT plan, covering administrative and learning systems	ICT-ERP to be developed and approved.	The approved existing ICT standards, norms and specifications contained in the ICT plan (Chapter 9 of DHET Guidelines) serve as the ICT plan.	-	These are currently being updated where necessary, and an ICT Steering Committee is planned as part of ICT Governance development during 2018, which will consider and approve ICT plans and policies in support of this objective.



2017 Key Performance Indicators	Target 2017	Actual 2017	% Variance	Comments on 2017 performance against targets
3.3.2 Revised website that includes Intranet with student, staff and "faculty" portals	Functional website and Intranet to be implemented and functional	Students and staff portal functionality is provided by the iEnablers from the ITS system. The University, however, is currently revising a scope of work for another website upgrade which will include portal functionality and will integrate with the ITS portals. A SharePoint Intranet site has also been set up to serve as repository for policy documents for staff.	-50% ↓	Appearance and high-level functionality of the SPU website was significantly improved. Student, School and Staff portals not yet operational. A digital content administrator will be appointed by the ICT unit during 2018 to curate all website and Intranet content generated by the communications department (once active) to ensure that it is displayed correctly and timeously on our media platforms, including social media
3.3.3 Capacity to oversee and manage the roll-out of the construction programme	Capacity to be developed, in place and functioning	Deputy-Director: Infrastructure appointed AECOM appointed as overall Project Managers	-	Achieved

2017 Key Performance Indicators	Target 2017	Actual 2017	% Variance	Comments on 2017 performance against targets
<b>Objective 3.4</b> Manage the reputation of the University				
3.4.1 Three-year branding, marketing and communication plan	Three-year branding, marketing and communication plan implemented	<p>There is no formal three-year plan in place, however, the University conducted school visits and attended career exhibitions (18 in total) focusing on the Northern Cape and neighbouring provinces.</p> <p>Communication is based on a needs basis <i>i.e.</i> advertising in the media.</p> <p>The University Brand is fully implemented.</p> <p>Marketing and Promotional material is distributed to stakeholders at various events.</p>	<p><b>-50%</b></p> 	Short-term objectives achieved. Plan not yet fully implemented.
3.4.2 Communication, public relations and marketing platform	Communication, public relations and marketing platform to be established and in place	<p>The relevant platforms have been established and continuously being improved <i>e.g.</i></p> <ul style="list-style-type: none"> <li>Website: Underwent a design revision</li> <li>18 School visits and career exhibitions: we have extended this to other provinces</li> <li>Annual Chancellor's Golf Day</li> <li>Free Wireless on the Park Project</li> </ul>	-	Achieved
<b>Objective 3.5:</b> Provide effective support services				
3.5.1 Policy on Record Management, Information and Knowledge Management	Policy on Record Management, Information and Knowledge Management implemented	Policy on Document Management was formally approved in 2014.	-	Achieved



















**SOL PLAATJE UNIVERSITY**

Central Campus









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Office of the University Registrar, Sol Plaatje University  
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Tel: 053 491 0119  
E-mail: registrar@spu.ac.za

**EDITORIAL TEAM**

Mr Hollie Clarkson  
Ms Marietjie Grobbelaar

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