



SOL PLAATJE UNIVERSITY ANNUAL REPORT 2015

For the year ended 31 December 2015

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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
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)
CHE	Council on Higher Education
COO	Chief Operating Officer
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
Designated funds	Funds under the control of Council, designated or earmarked for specific purposes by Council
DHET	Department of Higher Education and Training
EXCO	Executive Committee of Council
Executive Management	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, Deputy Vice-Chancellor(s), Registrar, Deans and Executive Directors, or equivalent officers
Financial year	A year commencing on the 1 st of January and ending on the 31 st (also 'Academic Year')December, and also the period covered by the Annual Report
HEQC	Higher Education Quality 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
MOA	Memorandum of Agreement
NIHE-NC	National Institute for Higher Education - Northern Cape
NSFAS	National Student Financial Aid Scheme
NWU	North-West University
PAA	Public Audit Act, 2004 (Act No. 25 of 2004)
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
SAQA	South African Qualifications Authority
SETA	Sector Education Training Authority
SIS	Standard Institutional Statute
SPU	Sol Plaatje University (also 'the University')
SRC	Students' Representative Council
SRF	Students' Representative Forum
UFS	University of the Free State
University	Sol Plaatje University (also 'SPU')
Unrestricted funds	Funds that fall within the control of the Council and do not include restricted funds or designated funds
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 and, in the case of SPU during the period under review, Interim Head
WITS	University of the Witwatersrand, Johannesburg

SECTION ONE: Report of the University Council

1.1 Report of Council

In this Annual Report of Sol Plaatje University, we report on the institutional, academic and operational development and performance over the second academic year in our University's existence. 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 full Council – comprising of 24 members that was elected and inaugurated in August 2014 – continued to serve in this form throughout 2015, with one external member resignation in the latter part of 2015 and one other external member whose health condition did not allow him to attend any of the meetings in 2015. The Committees of Council continued with their oversight and advisory functions and a Council Naming Committee, as a sub-committee of the Facilities, Planning, Infrastructure and IT Committee of Council, was established to consider and advise Council on the names for buildings and precincts on the University campus. The Finance Committee, Audit and Risk Committee and the Naming Sub-Committee were each strengthened by the appointment of external members who are not members of Council but bring particular expertise and competence to the work of the Committee.

Refurbishment of the Old Legislature Building, William Pescod School buildings and two buildings acquired by SPU for student residence accommodation in the inner city of Kimberley, was substantially completed in 2015. This allowed student enrolment to grow to 329 students (from the 124 students in 2014). Much of the infrastructure focus therefore shifted to completion of the first phase of new construction, started in the latter part of 2014 and planned for substantial completion in time for the beginning of the 2016 academic year. Infrastructure development and implementation continued to rely on the New Universities Project Team from the Department of Higher Education and Training (DHET), as well as the financial management and procurement process at Wits University.

Finances continued to be managed by separating operational expenditure from planning and infrastructure development expenditure. On the other hand, the operational funds, made up primarily of an earmarked grant from the DHET and student fees, were received by SPU and are reported separately.

The year 2015 also saw an expansion of the academic programme offerings at SPU. The Bachelor of Education, which in 2014 was offered at the Senior and FET Phase and only in limited specialisations in the sciences, was broadened in 2015 to include Intermediate Phase teaching and incorporated teaching specialisations in languages and the social sciences. Following DHET, CHE and SAQA approval and accreditation of the qualifications, Sol Plaatje University introduced a BSc (Data Science) programme and a 1-year Higher Certificate (Heritage Studies) programme in 2015. The new programmes were well received and SPU has sustained viable student enrolment numbers.

During the latter part of 2014, the University adopted an Academic Plan for the period 2014 to 2018 as well as the first Strategic Plan for the period 2015 to 2019. Based on these documents, an Annual Performance Plan was developed for 2015 and this Annual Report is also prepared to indicate the performance of the University in relation to this Performance Plan.

Sol Plaatje University has made good progress in consolidating its institutional capacity during this second academic year of its existence. There are significant challenges ahead and we recognise that the University is still very much in the early consolidation phase of its development. However, the administrative systems, academic processes and governance structures are being firmly established to meet the challenges of a growing institution, improve our operational effectiveness and to minimise the University's exposure to future risks.

1.2 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. The Annual Report 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 with the publication of Government Gazette Number 36771 on 23 August 2013. This report is the third Annual Report of the SPU and represents the further consolidation of activities that accompany the formation of a new university – registering the second cohort of new students, managing assessment and progression of the first cohort of students, growing the academic capacity for the second year of teaching on academic programmes, expanding the academic offerings and further developing the governance 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 we have strived to adhere to this approach with the present report. This ensures that such an approach 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 were still under development. Importantly, while governance structures and oversight were firmly in place, the University operated in 2015 with its first documented and approved Strategic Plan and Annual Performance Plan and this made it mostly an early consolidation experience.

2015 also represents the first year when governance oversight was provided by the full Council of the University. From its inception in 2013, the University operated under the guidance of a five-person Interim Council which was then replaced by the full Council, constituted on 19 August 2014, in accordance with the Standard Institutional Statute (SIS).

In this early development of the new Sol Plaatje University, the important strategic goals and objectives for the 2015 period were:

- to recruit and register a total of 375 students in the academic programmes offered at the University;
- to expand the academic programmes to include qualifications in data science, heritage studies and Intermediate Phase teacher education;
- to recruit and develop the necessary academic staff to competently deliver the academic programmes in a manner that maximises student learning opportunities;
- to continue with refurbishment of the existing teaching and residence spaces to meet the learning and accommodation need of the registered students;
- to develop the necessary laboratories, information technology and related teaching and learning facilities for delivery of the academic programmes;
- to develop suitable management and administrative capacity in the form of financial, human resource and student systems; policies and processes to support delivery of the academic programmes;
- to develop and implement plans for construction of new buildings and facilities for the expansion of the University in 2016 and beyond; and
- to govern and manage the University in a manner that ensures financial and operational sustainability in an environment of acknowledged and managed risk.

A more detailed assessment of the University performance in relation to the Annual Performance Plan is presented in the tables below.

Council is satisfied that these goals and objectives were suitably met and has not had cause to raise a concern on any particular aspect of the performance and operation of the University during 2015.

AS AT 31 DECEMBER 2015



JUDGE JY MOKGORO
CHAIR OF COUNCIL



PROF Y BALLIM
VICE-CHANCELLOR AND PRINCIPAL

Annual Performance Plan Assessment 2015


Strategic Goals	Objective	2015 Key Performance Indicators	Target 2015	Actual 2015	% Variance	Comments on 2015 performance against targets
1. To establish the foundations of an academic programme of teaching and learning excellence, research development and community engagement	1.1 Curriculum design, programme development and delivery of new programmes	1.1.1 Number of newly curriculated programmes approved	Degrees: Bachelor of Commerce one (1) and Bachelor of Arts one (1)	One (1) BCom degree was accredited for offering in 2016 One (1) BA (Heritage Studies) accredited for offering in 2016 One(1) BSc – Generic (Earth Sciences) accredited for offering in 2016	0% 0% ↑ 100%	None None None
		1.1.2 Number of accredited programmes offered by the University	Five (5) programmes to be accredited overall and offered in 2015, with the following new intake:	Five (5) Programmes were accredited and offered in 2015: <ul style="list-style-type: none"> • BSc in Data Science • Diploma in ICT Application Development • Diploma in Retail Business Management • BEd Degree 	0%	None

Strategic Goals	Objective	2015 Key Performance Indicators	Target 2015	Actual 2015	% Variance	Comments on 2015 performance against targets
				<ul style="list-style-type: none"> Higher Certificate in Heritage Studies 		
		1.1.3 Number of accredited programmes offered by the University	<p>Five (5) programmes to be accredited overall and offered in 2015, with the following new intake:</p> <ul style="list-style-type: none"> BSc Data Science = 25 students Diploma in ICT Application = 45 students Diploma in Retail Business Management = 45 students BEd = 135 students Heritage Studies = 25 students 	<p>The 2015 new student intake:</p> <ul style="list-style-type: none"> BSc in Data Science = 25 students Diploma in ICT Application Development = 36 students Diploma in Retail Business Management = 26 students BEd degree = 117 students Heritage Certificate = 17 students 	↓ 19,63%	Many applicants did not meet the admission requirements

Strategic Goals	Objective	2015 Key Performance Indicators	Target 2015	Actual 2015	% Variance	Comments on 2015 performance against targets
	1.2 Ensure student-focused Teaching and Learning	1.2.1 Student success and graduation rates (Based on the enrolment plan)	80% Pass rate	<ul style="list-style-type: none"> The overall pass rate for 2015 was 91.10% 11 Students graduated in 2016 with Certificates in Heritage 	↑ 11,10%	None
		1.2.2 Number of policies approved and implemented in support of quality teaching and learning: Assessment policy and Teaching and Learning Strategy	The SPU Academic plan refers to the assessment policy and Teaching & Learning guidelines. It was decided not to design a Teaching and Learning Policy, but rather to design Teaching and Learning guidelines.	The Guidelines: Teaching and Learning at SPU were approved at the Senate Meeting held on 18 th February 2015	0%	None
		1.2.3 Academic teaching competency programme established	Teaching and Learning committee to be appropriately appointed and operationalised	Although the academic staff appointed at SPU are appropriately qualified, most of them did not have sufficient experience when appointed to function independently in a Higher Education environment. The need to empower staff was and will continuously be addressed by engaging academic and support staff in professional development programmes.	0%	None


Strategic Goals	Objective	2015 Key Performance Indicators	Target 2015	Actual 2015	% Variance	Comments on 2015 performance against targets
			<p>Three (3) Teaching Development Courses to be held</p> <p>Moodle Training</p> <p>One Writing Workshop</p>	<p>In these past two years:</p> <ul style="list-style-type: none"> • Three professional development courses were presented by the Centre of Teaching and Learning from the UFS • A workshop on the use of Moodle as a Learning Management system was presented by a colleague from CPUT • A session on basic research and a session on blended learning were presented by experts from CUT and SAIDE <p>The main purpose of these programmes were to build and/or enhance the necessary teaching capacity at SPU.</p>		

Strategic Goals	Objective	2015 Key Performance Indicators	Target 2015	Actual 2015	% Variance	Comments on 2015 performance against targets
				<p>Internal workshop sessions were also conducted to ensure mechanisms for assessment are appropriate and commensurate with the respective level descriptors. This has been successful as external moderators' reports indicate an improvement in this regard. Internal departmental processes were also emphasised to ensure a more stringent internal quality of moderation.</p> <p>SPU strives to ensure that all programmes are characterised by high quality teaching and learning and appropriate academic depth. Reports of external moderators of SPU examiners, together with student evaluations and focus groups with the students conducted formed the basis for a reflective process around the teaching and learning strategy.</p>		

Strategic Goals	Objective	2015 Key Performance Indicators	Target 2015	Actual 2015	% Variance	Comments on 2015 performance against targets
				Sessions were held regarding the design of study guides to ensure closer alignment of learning outcomes, assessment criteria assessment (teaching-learning) activities as well as embedding graduate attributes once they have been finalised into the curriculum.		
		1.2.4 Percentage of academics with teaching responsibilities participating in the programme	Teaching and Learning committee to be appropriately appointed and operationalised 3 Teaching Development Courses to be held 1 Moodle Training 1 Writing Workshop 90% Attendance at all the sessions	99% Attendance. Please refer to above.	 9%	None
		1.2.5 Library, documentation and archive plan developed	Library, documentation and archive plan to be developed to allow student body full access to academic material.	The University signed a MoA with the Kimberley City Library to shelve academic books from SPU. The students have access to the library and can experience the academic culture associated with that.	0%	None

Strategic Goals	Objective	2015 Key Performance Indicators	Target 2015	Actual 2015	% Variance	Comments on 2015 performance against targets
		1.2.6 Number of programmes with components of ICT-mediated learning	All programmes	All new students are issued with an SPU subsidised laptop and are encouraged to use these for all their courses.	0%	None
	1.3 Develop academic quality assurance system	1.3.1 Academic quality assurance system operationalised	SPU Academic Development/ Planning Committee to be established and operational Examination Committee to be operational Assessment Policy developed and implemented	The Academic Planning Committee was established and was operational. The Examination Committee was operational. Assessment Policy was implemented	0%	None
		1.3.2 Number of internal programme evaluations	One (1) Programme Evaluation to be conducted	IT programme obtained feedback via online questionnaire. The rest of the programmes left it to lecturers to obtain feedback from students as they see fit.	0%	None
		1.3.3 Number of external programme evaluations	Two (2) Programme Evaluations	All examination papers are evaluated by external moderators before signed off for exam writing. This is for both the June and November Examination sittings	0%	None

Strategic Goals	Objective	2015 Key Performance Indicators	Target 2015	Actual 2015	% Variance	Comments on 2015 performance against targets
			Submission of the “ QEP Institutional Report for December 2015 ” in preparation of the 2016 visit by the Higher Education Quality Committee (HEQC)	The “ QEP Institutional Report for December 2015 ” was submitted to HEQC on the 22 nd December 2015		
	1.4 Establish research thrusts	1.4.1 Senate is aware and has noted that it is an important and integral part of good quality teaching and research should be imbedded in SPU’s institutional culture. This is an ongoing process.	Not part of 2015 Annual Performance Plan target.	Senate is aware and has noted that it is an important and integral part of good quality teaching and research should be imbedded in SPU’s institutional culture. This is an ongoing process.	N/A	None

Strategic Goals	Objective	2015 Key Performance Indicators	Target 2015	Actual 2015	% Variance	Comments on 2015 performance against targets
	1.5 Promote critically engaged scholarships	1.5.1 Strategic university-community partnerships established	Two (2) Collaborations for 2015	<p>School of Humanities:</p> <p>Several partnerships materialised as follows:</p> <ul style="list-style-type: none"> • Partnership with The University of Toronto with the Archaeology dig at Canteen Kopje in the Northern Cape • Partnership with the William Humphreys Art Gallery and McGregor Museum. Dr D Morris from the McGregor Museum has been appointed as an Extraordinary Professor of the SPU for the period of 1 June 2015 to 31 May 2018 	 60%	None

Strategic Goals	Objective	2015 Key Performance Indicators	Target 2015	Actual 2015	% Variance	Comments on 2015 performance against targets
				<ul style="list-style-type: none"> • Nelson Mandela Foundation: The foundation ran a series of workshops delivered by its CEO and Director for the Centre of Memory which combines 2 of the Foundations standard offerings, a discussion of South Africa's transition based on a viewing of a documentary, and a critical exploration of Madiba's legacy. Workshops applicable to the History, Heritage studies, Sociology, Anthropology and SCOR students • South African History Online agreement reached for a link between a Humanities website and their website • African World Heritage Fund: SPU attended a seminar that marked the 10th anniversary of the launch of the African World Heritage Fund 		

Strategic Goals	Objective	2015 Key Performance Indicators	Target 2015	Actual 2015	% Variance	Comments on 2015 performance against targets
				<ul style="list-style-type: none"> • A memorandum of Agreement with the South African Heritage Resources Authority (SAHRA) will be signed on 9 October 2015 • The University was invited by the French Institute of Architecture to assist with an international exhibition on concentration camps • The University was invited by the French Institute of Architecture to assist with an international exhibition <p>School of Natural and Applied Sciences:</p> <p>Collaboration with the Department of Economic Development and Tourism:</p> <ul style="list-style-type: none"> • Research on e-business in Kimberley Industrial Area • A symposium on the Knowledge Economy and Innovation was hosted 		

Strategic Goals	Objective	2015 Key Performance Indicators	Target 2015	Actual 2015	% Variance	Comments on 2015 performance against targets
				<ul style="list-style-type: none"> A workshop on innovation and commercialisation in the SKA value chain was hosted 		
		1.5.2 Number of formally structured service-learning programmes to be established	One (1) Programme for 2015	<p>School of Economic and Management Sciences:</p> <p>Several Work-Integrated Learning projects materialised as follows:</p> <ul style="list-style-type: none"> A trip to the Pecan Nuts factory in Hartswater as part of a Retail Operations Management II Project Students were involved in the Marketing of SPU stall/table at the Gariep Festival with the intention to gain on-the-ground business experience; The third year students in 2016 will be placed in industry for the WIL component of their studies from 01 July 2016 to 30 September 2016. Funding secured from Bank Seta to support the implementation of the WIL programme. 	↑ 66%	None

Strategic Goals	Objective	2015 Key Performance Indicators	Target 2015	Actual 2015	% Variance	Comments on 2015 performance against targets
		1.5.3 Number of community oriented projects to be initiated	Two (2) Public Lectures to be hosted	Three (3) Public Lectures were hosted in collaboration with the William Humphreys Art Gallery: <ul style="list-style-type: none"> • <i>Why Remember Sol Plaatje</i> hosted 09th July 2015 • <i>A Public viewing of the University of Johannesburg's Solar Car – Ilanga II</i> – 18 June 2015 • <i>Afrikaans and South Africaness</i> on the 12th November 2015 	↑ 50%	None
2. To fashion a SPU experience notable for its caring approach to its community as well as its vibrancy, critical enquiry, open debate and scholarly excellence	2.1 Promote a culturally diverse and inclusive student body and faculty	2.1.1 Level of diversity of the student body and academic community	Students: 90% Blacks and 10% Whites	Students: 96,12% Blacks and 3,88% Whites	↑ 6,12% (Black) ↓ 6,12% (White)	Applications were received mostly from Black prospective students
			Staff: 70% Blacks and 30% Whites	Staff: Blacks = 71% and Whites = 29%	0%	None





Strategic Goals	Objective	2015 Key Performance Indicators	Target 2015	Actual 2015	% Variance	Comments on 2015 performance against targets
		2.1.2 Policies implemented to promote diversity and inclusion in staff recruitment and staff selection	Policy on diversity and inclusion in student selection developed and approved	<p>The following policies and developed and implemented:</p> <ul style="list-style-type: none"> • Policy on Academic Staff Recruitment and Selection • Policy on Support Staff Recruitment and Selection • Policy on Appointment Categories • Policy on Admissions <p>The following guidelines were developed: Room Allocations Guidelines</p>	0%	None
		2.1.3 Programme on strength-in-diversity developed and implemented	One (1) Programme to be rolled out – Students	A concert for the welcoming of first year's was held promoting inclusiveness and diversity for all students	0%	None
		2.1.4 Number of students and staff participating in strength-in-diversity programmes	80% Students to attend Orientation First Year Concert	90% students attended the Orientation First Year Concert	↑ 10%	None

Strategic Goals	Objective	2015 Key Performance Indicators	Target 2015	Actual 2015	% Variance	Comments on 2015 performance against targets
	2.2 Ensure effective student support and wellbeing	2.2.1 Number of academic support programmes implemented	One (1) Motivational talk to be held	Various motivational talks were presented by lecturers on various topics and subjects.	0%	Academic support programmes are at departmental level. Ad-hoc residence level programme was implemented through motivational talks around exam time.
		2.2.2 Number of psychosocial and student wellbeing programmes implemented	Establishment of Residence Life Office	<p>The Residence Life Office has not been established.</p> <p>The Head of Student Affairs, in whose portfolio residences fall, was appointed in October 2015.</p> <p>The Residence Allocation Guidelines were developed.</p> <p>182 students were reached with the appropriate developed policies</p>	50%	Further implementation in 2016.

Strategic Goals	Objective	2015 Key Performance Indicators	Target 2015	Actual 2015	% Variance	Comments on 2015 performance against targets
			Create partnerships with Government departments, Higher Education (HEAIDS) and NGO's within the Northern Cape Province who can render psychosocial services to students on an ad- hoc basis.	One (1) Campaign, the " <i>First Things First</i> " Campaign in partnership with HESA was held.	100%	None
		2.2.3 Number of students participating in academic support programmes	90%	90%	0%	None
		2.2.4 Number of students participating in psycho-social and student wellbeing programmes	100%	221 students were reached during our orientation week in February 2015. Services rendered: HIV pre and post-test counselling, testing, STIs screening, TB screening and Blood pressure screening.	33%	The target was for all students to have a test. The issue of stigma continues to be a challenge and the fear of stigmatization results in people not wanting to know their status.

Strategic Goals	Objective	2015 Key Performance Indicators	Target 2015	Actual 2015	% Variance	Comments on 2015 performance against targets
				221 first year students to participate in the “First Things First” Campaign in partnership with HESA.		The Head of Student Affairs was appointed in October 2015, with student a support programme development as a key deliverable.
		2.2.5 Students participating in sports and sporting events	Four (4) Sporting codes in place: Soccer Netball Cricket Table Tennis	Four (4) Sporting codes in place: Soccer Netball Cricket Table Tennis	0%	Limitations include access to sports facilities as these are dependent on arrangements with local sports clubs. There has however been much success in the sports arena with SPU hosting the National University Table Tennis Championships at the end of 2015.

Strategic Goals	Objective	2015 Key Performance Indicators	Target 2015	Actual 2015	% Variance	Comments on 2015 performance against targets
				<p>Annual SPU sports day for students during the Orientation programme to promote involvement in sport and healthy living.</p> <p>All students were encouraged to participate.</p>		
	2.3 Provide a healthy, safe, secure and vibrant university environment integrated into the city.	2.3.1 Student health arrangements and emergency medical protocols to be established at SPU.	<p>Emergency protocols to be developed.</p> <p>Key partnerships with local service providers established</p>	<p>Emergency support services in place and Emergency protocols developed.</p> <p>Partnerships with local service providers established.</p>	0%	<p>Ad-hoc support arrangements in place with key service providers secured through SANCA and the Department of Social Development.</p> <p>Staff capacity was a key constraint in this area, with the department of student affairs being in its early development stages.</p>

Strategic Goals	Objective	2015 Key Performance Indicators	Target 2015	Actual 2015	% Variance	Comments on 2015 performance against targets
						Head of Student Affairs was appointed in October 2015.
		2.3.2 Increase/ Decrease in incidents related to the safety and security of staff and students	Perform a Security Assessment Development of Security Plan	Liaison arrangements with the local South African Police Services established Security Assessment conducted Security Services contract in place with G4S.	50%	Security Plan to be developed and implemented in 2016
	2.4 Develop a service-focused administration	2.4.1 Service charter adopted and implemented	Development and implementation of a service charter	None	 100%	To be implemented in 2016
		2.4.2 Customer service programme established	Customer service programme established	None	 100%	To be implemented in 2016
		2.4.3 Reports on service standards maintenance produced	Reports on service standards maintenance produced	None	 100%	To be implemented in 2016
		2.4.4 End-user service satisfaction report produced	End-user service satisfaction report produced	None	 100%	To be implemented in 2016

Strategic Goals	Objective	2015 Key Performance Indicators	Target 2015	Actual 2015	% Variance	Comments on 2015 performance against targets
3. To advance the governance, management and operating capabilities of SPU towards outstanding scholarship	3.1 Develop human capital	3.1.1 Percentage of staff with higher degrees (Masters and PhD's)	Targeted staff recruitment strategy developed and implemented Appropriately qualified staff appointed	<ul style="list-style-type: none"> • Policy on Academic Staff Recruitment and Selection • Policy on Support Staff Recruitment and Selection • Policy on Appointment Categories • Policy on Staff Development <p>Qualifications Statistics as follows:</p> <p>Academic:</p> <ul style="list-style-type: none"> • PhD = 9 • Masters = 15 • Honours = 4 • Degree = 2 <p>Support Staff:</p> <ul style="list-style-type: none"> • PhD = 1 • Masters = 1 • Honours = 9 • Degree/Diploma = 18 	0%	None
		3.1.2 Diversity of Staff Composition	Staff diversity policy developed and implemented	<ul style="list-style-type: none"> • Policy on Academic Staff Recruitment and Selection • Policy on Support Staff Recruitment and Selection • Policy on Appointment Categories 	0%	None

Strategic Goals	Objective	2015 Key Performance Indicators	Target 2015	Actual 2015	% Variance	Comments on 2015 performance against targets
		3.1.3 Number of academics and support staff trained	Staff development programme developed and approved	<ul style="list-style-type: none"> Policy on Staff Development 	0%	None
		3.1.4 Performance management system developed	Develop and implement Staff Development System	Performance Management System not yet developed	↓ 100%	To be implemented in 2016
	3.2 Ensure financial sustainability	3.2.1 Increase in Third Stream Income	University Advancement and Enterprise Committee established to develop approach to donor and third stream income	Enterprise Committee not yet in place	↓ 100%	To be implemented in 2016
		3.2.2 Increase in Research Funding	Senate is aware and has noted that is an important and integral part of good quality teaching and research should be imbedded in SPU's institutional culture. This is an ongoing process.	None	↓ 100%	To be implemented in 2016

Strategic Goals	Objective	2015 Key Performance Indicators	Target 2015	Actual 2015	% Variance	Comments on 2015 performance against targets
		3.2.3 Sustainability strategy developed and implemented	Policies and procedures to be developed and implemented (10 policies)	Council approved Policies: <ul style="list-style-type: none"> • Policy on Cash Management • Policy on Management of Assets • Policy on Cost Centre Management • Policy on Budgeting • Policy on Remuneration and Salary Structures • Policy on Academic Staff Recruitment and Selection • Policy on Support Staff Recruitment and Selection • Policy on Appointment Categories • Policy on Cell Phone Allowances • Policy on Sexual Harassment • Policy on Unfair Discrimination • Policy on Staff Development 	Achieved	None

Strategic Goals	Objective	2015 Key Performance Indicators	Target 2015	Actual 2015	% Variance	Comments on 2015 performance against targets
				<ul style="list-style-type: none"> • Policy on Language • Policy on Certification • Policy on Admissions • Constitution of the Student Representative Council 		
			Business case developed on financial support requirements to support the phased integration of SPU into the block grant funding system of DHET	Not yet applicable to SPU. The University is guaranteed funding until 2020.	N/A	None
			<ul style="list-style-type: none"> • Policies on intellectual property, academic consulting and external work developed 	Not yet developed	↓ 100%	To be implemented in 2016
			<ul style="list-style-type: none"> • Committee established to research and report on local market demand for short, executive and certificate programmes 	Not yet developed	↓ 100%	To be implemented in 2016

Strategic Goals	Objective	2015 Key Performance Indicators	Target 2015	Actual 2015	% Variance	Comments on 2015 performance against targets
			<ul style="list-style-type: none"> Formal Risk Management processes and committees to manage insurable risk and strategic risk established Ethics and corruption hotline established in partnership with audit service provider 	<p>Formal Risks Assessment completed and approved.</p> <p>Not yet developed</p>	<p>0%</p> <p>↓ 100%</p>	<p>None</p> <p>To be reviewed based on capacity constraints of the university.</p>
		3.2.4 Financial Management Capacity	A Policy on Investment, including a relevant strategic approach, necessary arrangements and authorizations must be approved by Council.	Cash Management Policy in place	0%	None
			Financial management and procurement policies and procedures strengthened	The Council has approved implementation of the “ <i>Governance, Academic and Administrative Guidelines for the Establishment of a New University</i> ”. These are policies and procedures recommended by DHET.	0%	None

Strategic Goals	Objective	2015 Key Performance Indicators	Target 2015	Actual 2015	% Variance	Comments on 2015 performance against targets
		3.2.5 Unqualified Audits	Unqualified Audits	Unqualified audit opinion for 2015	None	None
	3.3 Provide access to infrastructure and facilities and Information, Communication and Networking Technologies (ICTs)	3.3.1 Growth in assignable square meters	<p>Planned infrastructure to enable 2016 intake of student delivered:</p> <ul style="list-style-type: none"> • Completion of C001 (Residential Building) • Completion of C002 (Mixed space for residence and academic use) • Completion of C003 (academic and student support use) • Purchase of Hoffe Park (mixed space for residence and sports facilities) 	<p>Buildings accommodate the 2016 intake as planned but not fully completed.</p> <p>Still shown as work-in-progress as at 31 Dec</p> <p>Hoffe Park was purchased and transferred to SPU. The student facilities (residence) is rented out and the sports grounds are utilised by SPU students.</p>	90%	The construction buildings will be ready for use in January 2016.

Strategic Goals	Objective	2015 Key Performance Indicators	Target 2015	Actual 2015	% Variance	Comments on 2015 performance against targets
		3.3.2 Construction programme development targets	Planned infrastructure to enable 2016 intake of student delivered: <ul style="list-style-type: none"> • Completion of C001 (Residential Building) • Completion of C002 (Mixed space for residence and academic use) • Completion of C003 (academic and student support use) 	Buildings accommodate the 2016 intake as planned, but not fully completed. Still shown as work-in-progress as at 31 Dec Hoffe Park purchased and transferred to SPU. The student facilities i.e. residence is rented out. The Sports facilities are utilised by SPU students.	90%	The construction buildings will be ready for use in January 2016.

Strategic Goals	Objective	2015 Key Performance Indicators	Target 2015	Actual 2015	% Variance	Comments on 2015 performance against targets
	3.4 Manage the reputation of the University	3.4.1 3-year branding, marketing and communication plan developed (including social media)	3-year branding, marketing and communication plan developed	There is no 3 –Year Plan in place, however, the University draws an annual Recruitment Plan which includes school visits and attendance at 3 Career exhibitions focusing on the Northern Cape and neighbouring provinces. Communication is based on a needs basis i.e. advertising in the media.	50%	The marketing and communication drives to date have fully contributed to the University meeting its Enrolment Plan taking into consideration facilities to accommodate student numbers.
		3.4.2 Established communication, public relations and marketing platform	SPU Website to be operational	The SPU website was operational with the following information constantly updated: <ul style="list-style-type: none"> • Programmes • Admission requirements and Application forms • Media • Council information • Vacancies 	0%	None

1.3 Report by the Chairperson of Council

2015 represents the first year of operation of a fully constituted Council of the young Sol Plaatje University. For many of the members of the Council, this has been their first experience of the special and unique character of a University Council and its governance imperatives. Developing this experience at a new University that is in the process of consolidating its governance arrangements and culture, makes for interesting challenge. Members of Council were honoured and excited by their contribution to this year of development in the early life 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 and provincial government, with the Municipality and with the private sector in the region for 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 defending an operational Sol Plaatje University that is properly governed, managed and appropriately resourced.

Overseeing the early operation and development of the University required all members of Council to take appropriate responsibility for aspects of institutional development such as the continued development and refinement of policies and procedures; providing oversight to how teaching and learning is conducted; how staff are recruited and inducted; how finance and procurement is arranged and how accountability is arranged for each action. In all these activities, Council's approach has been based on full compliance with the relevant laws, codes, rules and standards, together with a deep commitment to excellence in governance. The Committees of Council continued to provide guidance and approval of appropriate policies, procedures and support mechanisms to allow the Management Team to undertake the necessary work of developing the University.

An important feature of the development of the University and one that promises to continue to demand Council's careful attention for a few years to come, is the construction and development of the physical infrastructure of the University. In 2015, this work progressed well and would certainly not have been possible without the extensive planning and design support work done by the New Universities Project,

based at the University of the Witwatersrand under the auspices of the DHET. The continued support of the Sol Plaatje Municipality in Kimberley and their alignment with the underlying conception embodied in the University's spatial development vision that encompasses integration of University and City was much appreciated by Council. The timely initiation and significant progress of the new construction activities in 2014 and 2015 was only possible because of the proactive support of the planning divisions of the Sol Plaatje Municipality.

Council, as the custodian of good governance, not only met the basic requirements as set out in various acts, regulations and statutes, but reached beyond these norms towards the development of an institutional culture that permeates all governance structures. Being a young and emerging University, SPU's strategic direction continued to be supported by Council's sustained and committed oversight at all levels of governance. To this end, I want to express my personal thanks and appreciation to all members of Council for their commitment, dedication and thorough preparation for all scheduled and special meetings; and above all for their constructive engagement at all times. I am privileged to lead such a team.

On behalf of Council, I wish to express our sincere gratitude to the staff, students and management of SPU who contributed so actively and positively in this early phase of the University's development.



JUDGE JY MOKGORO
CHAIR OF COUNCIL

1.4 Council Statement on Governance

SPU is committed to the principles of discipline, transparency, independence, accountability, responsibility, fairness and social responsibility as advocated in the King III Report on Corporate Governance. Accordingly, Council endorses, and during the period under review has applied, the Code of Practice as set out in the King II Report (King II: 21-22; 37; 101-106; 221-227) as it was appropriately applicable.

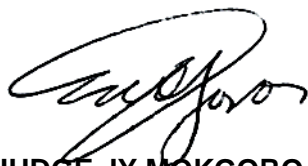
In supporting these Codes, the Council recognises the need to conduct the business of the SPU with integrity and in accordance with generally accepted practices. Monitoring the SPU's compliance with the Code, forms part of the mandate of Sol Plaatje University's Audit and Risk Management Committee.

Council also notes that:

- (a) the role of the Chairperson of Council is separate but complementary to that of the executive role of the Vice-Chancellor and Principal of SPU;
- (b) the Chairperson of Council serves for a period of two years; and
- (c) in light of the short duration of the terms of office, no appraisals of Council or its Committees were conducted during 2015.

This statement on Governance was approved at an ordinary meeting of the SPU Council, properly constituted and quorate, on 24 June 2016.

AS AT 31 DECEMBER 2015



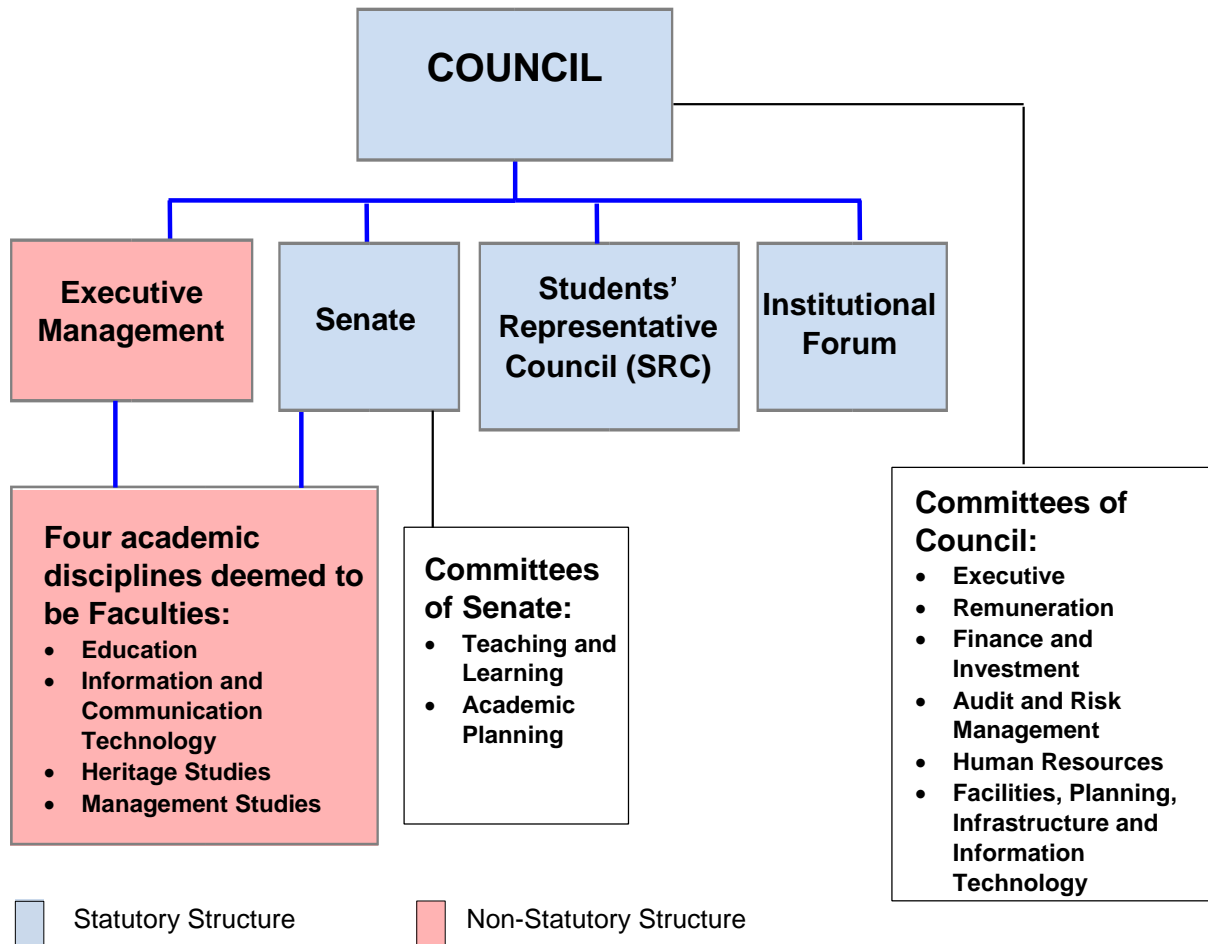
**JUDGE JY MOKGORO
CHAIR OF COUNCIL**



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

1.4.1 Reporting Structures for Governance and Operations

The principal structure for governance and reporting at SPU is indicated in the diagram below.

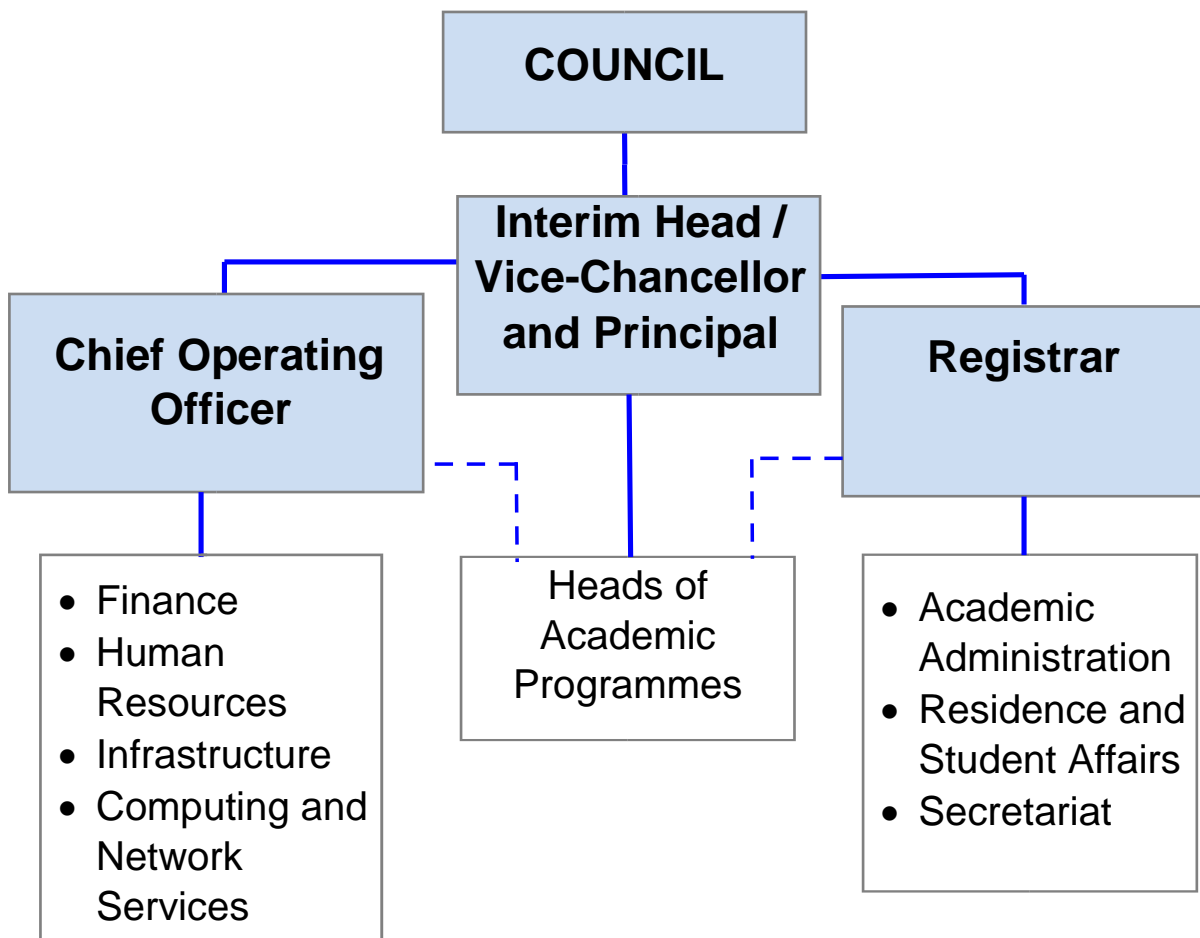


The following points should be noted in regard to this structure:

- Continuing from 2014, the University operated in the first half of 2015 with a Students' Representative Forum (SRF). In the absence of a properly constituted Students' Representative Council (SRC), the SRF was considered as a necessary but informal arrangement to represent the student voice on appropriate academic and governance structures. However, the Constitution of the SRC was approved by Council, elections were held and a properly constituted SRC was formally installed in September 2015. The appropriate members of this SRC then served as full members of Council for their 2015/2016 term of office.
- The Institutional Forum was established in 2015 and this is the first year of its operation.

- The Teaching and Learning Committee, the Library Committee and the Academic Planning Committee were established in 2015 as advisory structures to Senate.
- Council decided to expand the remit of the Finance Committee to include consideration of investment of donor and temporary surplus funds.

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



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), and further in terms of Section 9 of the Standard Institutional Statute:

POSITION	NAME AND QUALIFICATIONS	OTHER APPOINTMENTS OR POSITIONS
Interim Head / Vice-Chancellor and Principal¹	Ballim, Yunus, Prof BSc (Civil Eng) (WITS) MSc (Eng) (WITS) PhD (WITS)	Professor, School of Civil and Environmental Engineering, WITS Chair, ABB Education Trust
Five (5) members Appointed by the Minister of Higher Education and Training:		
Deputy Chairperson: External Member	Glennie, Jennifer Anne Ms BSc (Hons) (WITS) MA (London)	Executive Director, SAIDE Member, UNISA Council Deputy Chair, UNISA's ICT and Audit and Risk Management Committees Director, Community Agency for Social Enquiry; Director, SchoolNet
External Member	Madonsela, Abel Nyanyana Mr 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
External Member	Muthien, Yvonne Gladys Dr 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
External Member	Padayachee, Mahavishnu Prof MCom (Econ) (Westville) PhD (Natal) MInst D (Member of the Institute of Directors) MRSSAf (Member of the Royal Society of South Africa)	Professor Extraordinaire, Institute of Social and Economic Research, Rhodes University Distinguished Professor, School of Economic and Business Sciences, WITS Professor Emeritus, Development Studies, University of KwaZulu Natal Fellow, Stellenbosch Institute for Advanced Studies Chair, Invoice Clearing Bureau (Pty) Ltd Chair, Governing Council, Gateway College, Durban
External Member	Ndzilili, Mandla Mr 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

¹ Prof Y Ballim appointed as Vice-Chancellor and Principal from 1 April 2015

POSITION	NAME AND QUALIFICATIONS	OTHER APPOINTMENTS OR POSITIONS
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Two (2) members elected by the Senate:

Internal Member	Dakora, Edward Atta Naa Dr BTech (CPUT) MTech (CPUT) DTech (CPUT)	Senior Lecturer and Head of Retail Business Management Programme, SPU Member of the Wholesale and Retail SETA Higher Education and Training Group
Internal Member	Ncube, Zenzo Polite Dr BSc (CUBA) MSc (NUST) PhD (NWU)	Programme Head and Senior Lecturer in the Department of Information Technology, SPU

Two (2) members elected by the academic staff who are not members of Senate:

Internal Member	Hlatywayo, Johane Mr Dip. Education (University of Zimbabwe) BSc (Zimbabwe Open University) MComm (UKZN) MSc (Env Management) (UKZN)	Lecturer, Faculty of Education, SPU
Internal Member	Masvosve, Thomas Mr Dip Education (Techn Vocation) BEng Hons (Mechatronics) (Chinhoyi University of Technology) MTech (Electrical Engineering) Unisa MBA (Zimbabwe Open University)	Lecturer, School of Education, SPU

Two (2) members elected by the non-academic staff (support staff):

Internal Member	Blanckenberg, Lawrence John Mr BSc (Hons) (CompSc) (UFS)	Manager, Information and Communication Technology, SPU
Internal Member	Nkonyane, Faith Ms BSocSc Hons (WITS)	Residence Manager, SPU

Two (2) members elected by the Students' Representative Forum (SRF):

[These two members served as invitees until 30 September 2015 in the absence of an elected Students' Representative Council (SRC)]

In Attendance	Moshe, Thabo Thiopilous Mr Studying BEd in Geography (SPU)	Student, Member of the Residence Committee and of the SRF, SPU
In Attendance	Motsumi, Solomon Selaotswe Mr Studying Retail Business Management (SPU)	Student, Retail Business Management, Member of the Residence Committee and the SRF, SPU

**Two (2) members from the Students' Representative Council (SRC):
(Elected as Members of the SRC as from 1 October 2015)**

Member	Cwaile, Tiro Mr Studying Diploma in ICT (SPU)	President, Students' Representative Council
	Deerling, Ilona Ms Studying BEd Senior and FET Phase, Life Sciences (SPU)	Deputy President, Students' Representative Council

POSITION	NAME AND QUALIFICATIONS	OTHER APPOINTMENTS OR POSITIONS
Ten (10) members Appointed by Interim Council:		
External Member	Akharwaray, Goolam Hoosain Mr BProc (UCT) LLB (UFS) Certificate in Management (UCT) Certificate in Municipal Financial Management	Municipal Manager, Sol Plaatje Municipality
External Member	Bloem, Barbara Marcia Segametse Ms Dip in Business Management and Leadership (UFS)	Executive Director, Standard Bank SA Ltd Provincial Head, Northern Cape
External Member	Clarkson, Ralph Hollingworth Mr CA (SA), BCom (Rhodes) PG Dip in Taxation (Natal) PG Dip in Forensic Auditing and Criminal Justice (Natal)	Member of the South African Institute of Chartered Accountants Member of Planning and Infrastructure Committee of Council of University of Zululand
External Member	Combrink, Annette Louise Prof BA (NWU) BA Hons (NWU) MA (NWU) DLitt (NWU)	Member of Rotary, CANSA, Aardklop, the Service Centre for the Aged and other organisations Language Practitioner; Accredited translator and language editor;
External Member	Lacock, Hendrik Johannes Judge BCom, LLB (Stellenbosch)	Judge, High Court Vice-Chairperson, National Council of Correctional Services
External Member	Mokgoro, Jennifer Yvonne Judge 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 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)
External Member	Mutyorauta, Julius Jacob Mr 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

POSITION	NAME AND QUALIFICATIONS	OTHER APPOINTMENTS OR POSITIONS
External Member	Phatshoane, Mmathebe Violet Judge BProc LLB LLM (UFS)	Judge, High Court of South Africa, Northern Cape
External Member	Senatle, Sejako Joseph Dr SC BJuris, LLB (UNIBO) LLM (Natal) LLD (Potchefstroom) Cert. Arbitration (SA)	Former: Senior Counsel in private practice Advocate, High Court Deputy Chairperson, Bar Council Presided over Commissions of Inquiries Colonel, South African National Defence Force Senior Military Court Judge and in national and provincial statutory Boards as Chairperson and Deputy-Chairperson Tutor, Technikon SA/UNISA Law reporter for the SALR and SACR Current: Professional membership, Extradition Lawyers Association, SADC Lawyers Association and International Bar Association
External Member	Slabbert, Etienne Dr PhD (Da Vinci Institute) MBA (Oxford Brookes UK)	Managing Director and Chief Information Officer, Barclays Africa Regional Management

1.4.3 ATTENDANCE OF MEETINGS OF COUNCIL

NAME	POSITION	DATES OF MEETINGS OF COUNCIL				
		03/02/2015 Special Meeting	20/03/2015 1 st Meeting	19/06/2015 2 nd Meeting	28/08/2015 3 rd Meeting	06/11/2015 4 th Meeting
Mokgoro, JY Judge	Chair	✓	✓	✓	Apology	Apology
Glennie, JA Ms	Deputy Chair	✓	✓	✓	✓	✓
Akharwaray, GH Mr	Member	✓	✓	Apology	✓	✓
Ballim, Y Prof	Member	✓	✓	✓	✓	✓
Blanckenberg, LJ Mr	Member	✓	✓	✓	Apology	✓
Bloem, BMS Ms	Member	✓	✓	✓	Apology	✓
Clarkson, RH Mr	Member	✓	Apology	✓	✓	✓
Combrink, AL Prof	Member	✓	✓	Apology	Apology	Apology
Cwaile, T Mr ²	Member	-	-	-	-	✓
Dakora, EAN Dr	Member	✓	✓	✓	✓	Apology
Deerling, I Ms ³	Member	-	-	-	-	✓
Hlatywayo, J Mr	Member	✓	Apology	✓	✓	✓
Lacock, HJ Judge	Member	✓	Apology	✓	✓	Apology
Madonsela, AN Mr	Member	✓	✓	✓	✓	✓
Masvosve, T Mr	Member	-	✓	✓	✓	✓

² Elected as SRC Representative 01 October 2015

³ Elected as SRC Representative 01 October 2015

NAME	POSITION	DATES OF MEETINGS OF COUNCIL				
		03/02/2015 Special Meeting	20/03/2015 1 st Meeting	19/06/2015 2 nd Meeting	28/08/2015 3 rd Meeting	06/11/2015 4 th Meeting
Moshe, TT Mr ⁴	SRF Representative	-	✓	✓	Apology	-
Motsumi, SS Mr ⁵	SRF Representative	-	✓	✓	✓	-
Muthien, YG Dr	Member	✓	✓	✓	✓	✓
Mutyorauta, JJ Mr	Member	✓	✓	✓	✓	✓
Ncube, ZP Dr	Member	✓	✓	✓	Apology	✓
Ndzilili, M Mr	Member	✓	✓	✓	Apology	✓
Nkonyane, F Ms	Member	✓	Apology	✓	✓	Apology
Padayachee, M Prof	Member	Apology	Apology	✓	✓	✓
Phatshoane, MV Judge	Member	Apology	Apology	✓	Apology	✓
Senatle, SJ Dr SC	Member	Apology	Apology	Apology	Apology	Apology
Slabbert, E Dr	Member	Apology	✓	Apology	Apology	Apology
Du Plooy, MJ Dr (Registrar)	In Attendance	✓	✓	Resigned	Resigned	Resigned
Naidoo, R Mr ⁶ (Registrar)	In Attendance	-	-	-	-	✓
Olander, RJ Mr (Chief Operating Officer)	In Attendance	✓	✓	✓	✓	✓

1.4.4 Structure and Membership of EXCO and Council

STRUCTURE AND MEMBERSHIP OF THE EXECUTIVE COMMITTEE OF COUNCIL

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
Clarkson, RH, Mr	Chairperson of the Finance Committee
Combrink, AL, Prof	Chairperson of the Human Resources Committee
Bloem, BM, Ms	Chairperson of the Audit and Risk Management Committee
Slabbert, E, Dr	Chairperson of the Facilities Planning, Infrastructure and Information Technology Committee

⁴ Membership ended 30 September 2015

⁵ Membership ended 30 September 2015

⁶ Appointed as Registrar from 1 September 2015

COMPOSITION AND MEMBERSHIP OF COMMITTEES OF COUNCIL

COMMITTEE	CHAIRPERSON	MEMBERS	IN ATTENDANCE
Finance Committee	Clarkson, RH Mr	Akharwaray, GH Mr Ballim, Y Prof Madonsela, AN Mr Ncube, ZP Dr <u>Co-opted:</u> Mawasha, B Mr Dames, BA Mr Wainstein, B Mr Van der Westhuizen, HL Mr	Du Plooy, MJ Dr ⁷ (Registrar) Olander, RJ Mr (Chief Operating Officer) Naidoo, R Mr ⁸ (Registrar)
Audit and Risk Management Committee	Bloem, BMS Ms	Glennie, JA Ms Padayachee, M Prof <u>Co-opted:</u> Albertyn, DL Mr Kimmie, AL Mr	Ballim, Y Prof (Interim Head / Vice-Chancellor and Principal ⁹) Du Plooy, MJ Dr (Registrar) Olander, RJ Mr (Chief Operating Officer) Naidoo, R Mr (Registrar)
Human Resources Committee	Combrink, AL Prof	Ballim, Y Prof Dakora, EAN Dr Masvosve, T Mr Mutyorauta, JJ Mr Nkonyane, F Ms Phatshoane, MV Judge Senatle, SJ Dr SC	Du Plooy, MJ Dr (Registrar) Olander, RJ, Mr (Chief Operating Officer) Naidoo, R Mr (Registrar)
Facilities Planning, Infrastructure and Information Technology Committee	Slabbert, E Dr	Ballim, Y Prof Blanckenberg, LJ Mr Hlatywayo, J Mr Lacock, HJ Judge Muthien, YG Dr Ndzilili, M Mr	Du Plooy, MJ Dr (Registrar) Olander, RJ, Mr (Chief Operating Officer) Naidoo, R Mr (Registrar)
Remuneration Committee	Mokgoro, JY Judge	Bloem, BMS Ms Glennie, JA Ms	Ballim, Y Prof (Interim Head) Olander, RJ, Mr (Chief Operating Officer)

⁷ In attendance at all Council Committee meetings from 1 January 2015 – 31 July 2015 (resignation date)

⁸ In attendance at all Council Committee meetings from 1 September 2015 (appointment date) – 31 December 2015

⁹ Prof Ballim was appointed Vice-Chancellor and Principal on 1 April 2015

ATTENDANCE OF COMMITTEE MEETINGS OF COUNCIL

EXECUTIVE COMMITTEE		DATES OF ORDINARY MEETINGS			
NAME	POSITION	06/03/2015 1 st Meeting	04/06/2015 2 nd Meeting	14/08/2015 3 rd Meeting	23/10/2015 4 th Meeting
Mokgoro, JY Judge	Chair	✓	✓	✓	Apology
Glennie, JA Ms	Deputy Chair	✓	✓	✓	✓
Ballim, Y Prof	Member	✓	✓	✓	✓
Bloem, BMS Ms	Member	✓	Apology	✓	✓
Clarkson, RH Mr	Member	Apology	✓	✓	✓
Combrink, AL Prof	Member	✓	✓	✓	Apology
Slabbert, E Dr	Member	✓	Apology	Apology	Apology
Du Plooy, MJ Dr (Registrar)	In Attendance	✓	✓	Resigned	Resigned
Naidoo, R Mr (Registrar)	In Attendance	-	-	-	✓
Olander, RJ Mr (Chief Operating Officer)	In Attendance	✓	✓	✓	✓

FINANCE COMMITTEE		DATES OF MEETINGS				
NAME	POSITION	24/02/2015 1 st Meeting	04/06/2015 2 nd Meeting	18/06/2015 Special Combined Meeting	04/08/2015 3 rd Meeting	13/10/2015 4 th Meeting
Clarkson, RH Mr	Chair	✓	✓	✓	✓	✓
Akharwaray, GH Mr	Member	✓	Apology	Apology	✓	✓
Ballim, Y Prof	Member	✓	✓	✓	✓	✓
Madonsela, AN Mr	Member	✓	✓	✓	✓	✓
Ncube, ZP Mr	Member	✓	✓	✓	✓	✓
Mawasha, B Mr	Co-opted Member	Apology	Apology	✓	✓	✓
Dames BA Mr	Co-opted Member	✓	Apology	Apology	✓	✓
Wainstein B Mr	Co-opted Member	✓	Apology	Apology	✓	✓
Van der Westhuizen HL Mr	Co-opted Member	✓	✓	Apology	Apology	✓

FINANCE COMMITTEE		DATES OF MEETINGS				
NAME	POSITION	24/02/2015 1 st Meeting	04/06/2015 2 nd Meeting	18/06/2015 Special Combined Meeting	04/08/2015 3 rd Meeting	13/10/2015 4 th Meeting
Du Plooy, MJ Dr (Registrar)	In Attendance	✓	✓	Resigned	Resigned	Resigned
Naidoo, R Mr (Registrar)	In Attendance	-	-	-	-	✓
Olander, RJ Mr (Chief Operating Officer)	In Attendance	✓	✓	✓	✓	✓

AUDIT AND RISK MANAGEMENT COMMITTEE		DATES OF MEETINGS				
NAME	POSITION	24/02/2015 1 st Meeting	04/06/2015 2 nd Meeting	18/06/2015 Special Combined Meeting	05/08/2015 3 rd Meeting	14/10/2015 4 th Meeting
Bloem, BMS Ms	Chair	✓	Apology	✓	✓	✓
Glennie, JA Ms	Member	✓	✓	✓	✓	Apology
Padayachee, M Prof	Member	✓	✓	✓	✓	✓
Ballim, Y Prof	In Attendance	✓	✓	✓	✓	✓
Albertyn, DL Mr	Co-opted Member	✓	✓	✓	✓	✓
Kimmie, AL Mr	Co-opted Member	✓	✓	Apology	Apology	✓
Du Plooy, MJ Dr (Registrar)	In Attendance	✓	✓	Resigned	Resigned	Resigned
Naidoo, R Mr (Registrar)	In Attendance	-	-	-	-	✓
Olander, RJ Mr (Chief Operating Officer)	In Attendance	✓	✓	✓	✓	✓

HUMAN RESOURCES COMMITTEE		DATES OF ORDINARY MEETINGS			
NAME	POSITION	26/02/2015 1 st Meeting	28/05/2015 2 nd Meeting	13/08/2015 3 rd Meeting	02/11/2015 4 th Meeting
Combrink, AL Prof	Chair	✓	✓	✓	Apology
Ballim, Y Prof	Member	Apology	✓	✓	✓
Dakora, EAN Dr	Member	✓	✓	✓	Apology
Masvosve, T Mr	Member	-	✓	✓	✓
Mutyorauta, JJ Mr	Member	✓	✓	✓	✓
Nkonyane, F Ms	Member	✓	✓	✓	Apology
Phatshoane, MV Judge	Deputy Chair	✓	Apology	Apology	✓
Senatle, SJ Dr SC	Member	Apology	Apology	Apology	Apology
Du Plooy, MJ Dr (Registrar)	In Attendance	✓	✓	Resigned	Resigned
Naidoo, R Mr (Registrar)	In Attendance	-	-	-	✓
Olander, RJ Mr (Chief Operating Officer)	In Attendance	✓	✓	✓	✓

FACILITIES PLANNING, INFRASTRUCTURE AND INFORMATION TECHNOLOGY COMMITTEE		DATES OF ORDINARY MEETINGS			
NAME	POSITION	26/02/2015 1 st Meeting	29/05/2015 2 nd Meeting	07/08/2015 3 rd Meeting	26/10/2015 4 th Meeting
Slabbert, E Dr	Chair	✓	✓	✓	✓
Ballim, Y Prof	Member	Apology	✓	✓	✓
Blanckenberg, LJ Mr	Member	Apology	✓	✓	✓
Hlatywayo, J Mr	Member	✓	✓	✓	✓
Lacock, HJ Judge	Member	✓	✓	Apology	Apology
Muthien, YG Dr	Member	Apology	✓	✓	✓
Ndzilili, M Mr	Member	Apology	Apology	✓	✓
Du Plooy, MJ Dr (Registrar)	In Attendance	✓	✓	Resigned	Resigned
Naidoo, R Mr (Registrar)	In Attendance	-	-	-	✓
Olander, RJ Mr (Chief Operating Officer)	In Attendance	✓	✓	✓	✓

REMUNERATION COMMITTEE		DATES OF ORDINARY MEETINGS	
NAME	POSITION	02/06/2015 1 st Meeting	23/10/2015 2 nd Meeting
Mokgoro, JY Judge	Chair	✓	Apology
Bloem, BMS Ms	Member	Apology	✓
Glennie, JA Ms	Member	✓	✓
Ballim, Y Prof (Vice-Chancellor and Principal)	In Attendance	✓	✓
Olander, RJ Mr (Chief Operating Officer)	In Attendance	✓	✓

INSTITUTIONAL FORUM		DATES OF ORDINARY MEETINGS			
NAME	POSITION	08/05/2015 1 st Meeting	27/05/2015 Special Meeting	05/08/2015 2 nd Meeting	20/10/2015 3 rd Meeting
Lacock, H Judge	Chairperson	✓	✓	✓	Apology
Masvosve, T Mr	Deputy Chairperson	✓	✓	✓	✓
Ballim, Y Prof (<i>Vice-Chancellor</i>)	Member	✓	✓	✓	✓
Bloem, MBS Ms	Member	✓	Apology	Apology	Apology
Cwaile, T Mr (<i>SRC</i>)	Member	-	-	-	✓
Dakora, EAN Dr	Member	✓	✓	✓	✓
Du Toit, GA Prof	Member	✓	✓	✓	✓
Mohale, N Ms	Member	✓	Apology	✓	Apology
Mokhele, S Mr	Member	✓	✓	✓	✓
Moshe, TT Mr (<i>SRF</i>)	Member	-	Apology	Apology	-
Motsumi, SS Mr (<i>SRF</i>)	Member	✓	Apology	Apology	-
Mwansa, G Mr	Member	✓	✓	✓	✓
Ncube, ZP Dr	Member	✓	✓	✓	✓
Rademeyer, C Dr	Member	Apology	✓	✓	✓
Schoonwinkel, E Ms	Secretary	✓	✓	✓	✓
Vuyolwethu, G Mr (<i>SRC</i>)	Member (<i>SRC</i>)	-	-	-	✓
Du Plooy, MJ Dr (Registrar)	In Attendance	✓	✓	Resigned	Resigned
Naidoo, R Mr (Registrar)	In Attendance	-	-	-	✓

1.4.5 Significant Matters Considered by Council

During the reporting period, the Council of SPU considered the following important matters:

- Appointment of the first Vice-Chancellor and Principal, Prof Yunus Ballim, and the first Chancellor, Judge Steven Majiedt, of the University
- Establishment of a Bursary Committee to secure bursary funding in future
- Approval of the selection process for appointment of a Deputy Vice-Chancellor: Academic and a Director Planning Development and facilities Management
- Approval of policies: Policy on Admissions; Policy on Cash Management; Policy on Fixed and Movable Assets Management; Policy on Cost Centre Management; Policy on Budgeting; Policy on Staff Development; Charter of the Facilities Planning, Infrastructure and Information Technology Committee; Policy on Procurement of new major infrastructure;
- Ratification of purchase amounts for Hoffe Park and Oppenheimer Gardens
- Endorsement of Senate's decision on Prof Y Ballim's title as 'Professor' and Dr David Morris' appointment as 'Extraordinary Professor'
- Approval of Annual Financial Statements 2014; Budget for 2015; Unaudited mid-year report to DHET;
- Approval of establishment and membership of the 'Naming Sub-Committee' to make recommendations to Council on proposed names for SPU precincts and buildings. Members: Prof Y Ballim (Chairperson), Mr M Ndzilili, Dr Y Muthien, Mr S Mngqolo
- Approval of naming of University buildings: Luka Jantjie House and William Pescod;
- Approval of SRC Constitution for a period of one (1) year
- Approval of Mr Rathnum Naidoo as Registrar for a period of one (1) year
- Acceptance of Prof AL Combrink's resignation as Member of Council
- Approval of Budget 2016;
- Approval of an amount of R1m to assist students to settle their outstanding tuition fees for 2015;
- Approval of catering contract to Feedem Pitseng for a period of three (3) years;
- Approval of banking services;
- Approval for postponement of the election of a new and proper SRC for 2016 until August/September 2015 and the existing SRF to continue in office until the SRC is constituted;

- Approval of additional audit fees charged with regard to additional work done for the Annual Report; and
- Approval of proposals for the naming of SPU buildings.

1.4.6 Council Statement on Sustainability

Council is committed to ensuring that Sol Plaatje University adopts an academic posture and develops its physical infrastructure in a manner that positively responds to the human development needs of its local and regional community. This includes the view that the University can best serve its community by sustaining a critical academic and intellectual public voice. Council has been acutely aware that SPU must develop as an important partner in the social, economic and intellectual development of the region, its environment and its peoples.

In this regard, the following approaches were developed and activities undertaken in 2015:

- Seven of the 15 external members of Council are based in the Northern Cape and bring a strong local development perspective to the deliberations of Council.
- The University continued to host public lectures on a range of topics of local interest and these were well attended by students, staff and the general public.
- Approximately 80% of SPU students in 2015 were resident in the Northern Cape, predominantly African and Coloured, and almost all were from rural or township schools. This fits well with the intention of the University to develop intellectual capital in local students, who are then more likely to remain in the Province after graduation.
- The 329 students registered in the different academic programmes at SPU in 2015 performed very well in their studies. The average course-pass rate was 90% (on average, 90% of students registered for a study module, passed the module) and 75% of students passed all their courses.
- The development of SPU's approach to new infrastructure construction, a particular focus was placed on local employment and procurement, as well as demonstrable skills development of local employees on the projects. In the first phase of the new construction, which started in 2014, it is expected that 11 000 person days of training will be provided by contractors.

- Through collaboration with the Provincial Department of Education, the Department of Teacher Education at SPU has developed a partnership with ten primary and ten high schools to provide development support to the schools and their teachers. This group of schools are used as the platforms for teaching development of our students. Meetings have been held on our campus with the headmasters and principals of these schools with a view to consolidate the partnerships.
- The University participated in re-establishing the Provincial Research Ethics Committee and University staff continue to serve as members of this Committee.
- At the invitation of the Premier in the Province, staff of SPU serve on the Provincial Human Resources Development Council. This gives SPU the opportunity to bring its intellectual resources to bear in contributing to the human skills needs of the region, as well as to bring an awareness of the skills needs in the region to its academic development plans.
- Academic staff in the Information and Communication Technology Department and the Management Department at SPU, have initiated a project with the Provincial Department of Economic Development to consider research and teaching programmes that would contribute to growth of small and medium enterprises in the region.
- Through the introduction of a BSc in Data Science at SPU, our partnership with the Square Kilometre Array (SKA) project has been better focused on the high-level intellectual capacity that will be needed by the project when it expects to be fully functional in 2025. SKA has assisted in securing funding for our students on the programme and hosted them to a career event in Cape Town.

There was modest success in generating third-stream income into the University. Most of this funding was directed at financial aid support for students and the University managed to raise bursaries through the Wholesale and Retail SETA, the Banking SETA, National Youth Development Agency, the Provincial and regional governments in the Northern Cape and a few private or corporate donors. Donor Funding was also raised to support the SPU bicycle project in which University bicycles are rented to staff and students at a nominal rental, to facilitate their mobility around the campuses and to encourage a culture of bicycle usage in the city.

1.4.7 Report on Exposure, Assessment and Management Risk

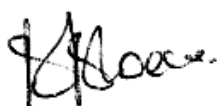
Risk Management is embedded at the strategic and management levels with Council oversight, through the Audit and Risk Management Committee (ARMC). At an operational level, risks are identified, recorded on a risk register and managed by Senior Management, with the support of Internal Audit through the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

The table below sets out the key risks that need to be managed at SPU.

Table 1: Key Risks

NO.	DETAILED RISK DESCRIPTION	LIKELIHOOD	IMPACT	RISK MITIGATION MEASURES
1	Failure to appropriately manage the governance and processes for successful completion of the ongoing construction programme on time and within budget	Medium	High	Implement rigorous project management systems, including critical path planning, daily monitoring, blockages identification, and contingency planning. Ensure that financial and procurement management systems and processes are in place with proper governance oversight
2	Failure to develop University-City partnerships to reverse inner-city deterioration	Medium	Medium	Grow project-based partnerships with local government and business sectors to initiate urban renewal projects that enhances student and precinct security
3	Inability to sustain finance flows for the operational and infrastructural growth of the Campus	Medium	High	Through DHET, sustain Treasury commitment to funding the capital and operating costs as earmarked funding.
4	Failure to attract and retain the required human resources capacity for academic and administrative functions of the University	Medium	High	Develop approaches to responding to the generally higher cost of Kimberley and lack of housing. Improve incentive schemes to attract good staff.
5	Failure to put in place the required management systems to manage the growth of the campus	Medium	High	Develop and implement management policies, procedures and systems. Consolidate training and implementation of new AdaptIT process

NO.	DETAILED RISK DESCRIPTION	LIKELIHOOD	IMPACT	RISK MITIGATION MEASURES
6	Failure to market and communicate academic programmes to future students with good academic potential together with building the SPU brand with local stakeholders, including municipal government, provincial government, organised business and secondary schools	Medium	High	Regular marketing and communication initiatives through community engagement, physical visits and local media
7	Failure to manage unrealistic expectations	Medium	Medium	Establish and maintain community engagement. Provide regular feedback sessions on progress and opportunities.
8	Failure to identify and facilitate sufficient bursaries for students.	High	High	Grow quantum of allocations from Funza Lushaka and NSFAS; consolidate and grow bursary contributions from SETAs, private sector and donations to the Chancellor's Bursary Fund.



MS BMS BLOEM
CHAIRPERSON: AUDIT AND RISK MANAGEMENT COMMITTEE

1.4.8 Report from Senate to Council

The first Senate of Sol Plaatje University was established on 21 July 2014 and the membership remained largely the same in 2015. However, there were two noteworthy changes to the membership of Senate during 2015:

- the Head of the Heritage Studies Programme, Dr J Mataga, joined as an ex-officio member of Senate; and
- the two Student Representative Forum members were replaced by two Student Representative Council members after the new SRC assumed office during the second semester of 2015.

The external members of Senate, Professor Bennett Alexander from the Cape Peninsula University of Technology and Professor Kobus du Pisani from North-West University, continued to serve on Senate and brought valuable wisdom and experience to the academic deliberations.

The curriculum proposals for a Higher Certificate in Heritage Studies and a BSc in Data Sciences that had been submitted to the CHE, were approved for implementation at SPU in 2015. Senate then provided oversight to the University's preparation for the HEQC site visit to review the implementation of the three qualifications implemented at SPU in 2014, as well as the two new qualifications for 2015. Senate continued with its responsibility as the oversight structure for academic quality by receiving reports on SPU's participation and preparation for the Quality Enhancement Project initiated by the CHE.

As this was the second academic year of the University, Senate requested and approved student progression rules for all academic programmes. Senate also agreed on a regularised approach to the use of academic terminology such as 'course', 'module', 'credit' and 'exemption'. In order to assist with the processes of academic development and teaching and learning oversight, Senate established the Senate Teaching and Learning Committee and the Senate Academic Planning Committee as advisory bodies to Senate. The membership of these committees were also agreed and the minutes of their meetings served at each Senate meeting.

An open-source Learning Management System (LMS), Moodle, was introduced for use at SPU and Senate received reports on the efficacy of its use, the training and development of academic staff on the system and the student response to the usefulness of the system. Senate was satisfied that the system provided the

necessary basic functionality and that some customisation may be necessary in the future. Senate noted the plans integrating the Moodle LMS into a student portal on the SPU Intranet that was being considered for development.

In order to prepare for the establishment of a physical library at SPU when the necessary building space becomes available in 2016, Senate established a Senate Library Committee to develop the library plans and advise Senate on these matters. This Committee has been convened under the leadership of Prof G du Toit and includes Dr P Nkosi from the NIHE Teach-out Project, who is a professional librarian.

Senate appointed Dr David RNM Morris of the McGregor Museum in Kimberley as an Extraordinary Professor in Heritage Studies at SPU. Senate also approved the academic title of Professor for the Vice-Chancellor, Prof Yunus Ballim.

Senate considered and approved a guideline document for good teaching practice applicable to all academic staff at SPU and started the process of development of a Policy on Plagiarism.



**PROF Y BALLIM
CHAIRPERSON OF SENATE**

1.4.9 Report of the Institutional Forum (IF)

Preamble

The Standard Institutional Statute, in accordance with section 32(1) (Government Gazette No. 23065, Vol 441, 27 March 2002) provides the functions of the Institutional Forum as follows:

- 1) The Institutional Forum advises Council on issues affecting the institution, including:
 - a) the implementation of the Act and the national policy on higher education;
 - b) race and gender equity policies;
 - c) the selection of candidates for senior management positions;
 - d) codes of conduct, mediation and dispute resolution procedures;
 - e) fostering of an institutional culture which promotes tolerance and respect for fundamental human rights and creates an appropriate environment for teaching, research and learning;
 - f) the language policy of the institution; and
 - g) the IF performs such other functions as determined by the Council.
- 2) The composition of the IF is as follows:
 - a) two members of Council who are not employees or students of the institution;
 - b) two members from management;
 - c) two members of the Senate;
 - d) two members representing the academic employees;
 - e) two members representing the non-academic employees;
 - f) two members of each of the sufficiently representative employees' organisation;
 - g) two students designated by the SRC; and
 - h) one or more members co-opted by the Institutional Forum for the specific purpose of assisting the Institutional Forum in respect of any specific project.

The IF held three general scheduled meetings and one special meeting in 2015. All four meetings were quorate.

Election of office Bearers

On its first meeting, the IF elected the following office bearers:

Chairperson – Lacock, H Judge (Council member)

Deputy Chairperson – Masvosve, T Mr (Employees' Organisation); and

Secretary – Schoonwinkel, E Ms (Non-Academic Staff).

Advice sought by and given to Council

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

- Appointment of the Chancellor; and
- SRC Constitution.

Other matters considered by the IF

During the period under review, the IF also had discussions on the following issues:

- Developing the IF members' understanding of the role and function of IF
- Higher Education South Africa (HESA) Report on Institutional Culture
- Higher Education Transformation Summit
- Institutional Cultural Initiatives for 2016
- Possibilities for alleviating funding challenges including among others, the following:
 - establishing a Chancellor's Bursary Fund;
 - third-stream income;
 - developing the University Alumni; and
 - developing a culture where graduating students plough back to the University.

Conclusion

The IF is satisfied that in 2015, the structures were put in place to discuss thoroughly the issues of institutional culture and monitor the relational dynamics of the University.

The acting chairperson would like to thank all the IF members for their commitment and in particular the Registrar's office for organising all the meetings.



MR T MASVOSVE
ACTING CHAIRPERSON: INSTITUTIONAL FORUM

1.4.10 Report on Transformation

Council acknowledges that an important part of its task is 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. In Council's view, this underscores our approach to the broad subject of transformation. Council is therefore continuously mindful and actively engaged with ensuring that SPU responds positively to matters of marginalisation of members of its community, based on socially constructed markers such as race, gender, class, sexuality, disability, belief or culture.

As in 2014, students continued to be predominantly drawn from poor communities based in rural or urban township areas in 2015. Nevertheless, as indicated in Section 2.2, the number of White and Indian students grew from 2 in 2014 to 14 in 2015. While the trend is positive, there is much to be done to ensure a student profile at SPU that is more representative of the regional demography in terms of race and class. We continue to recognise this as essential for an intellectually stimulating SPU that acknowledges the value of diversity of opinion and worldview in the development of ideas.

Section 2.3 of this Annual Report provides details of the staff profile at SPU during 2015. While some corrections are still necessary, it was positive to note that 71% of staff were black and 50% were women. Importantly, 67% of the academic staff complement was Black and 42% of academics were women.

Institutional Forum, as a statutory component of the governance arrangement of the University, was consolidated during 2015. Council will look to the Institutional Forum to provide guidance on the development of an inclusive and transformative institutional culture at SPU, in a way that reinforces the founding values of the University. Council intends to regularly monitor the operation and progress of the Institutional Forum and to thoroughly consider its advice on matters of the institutional culture at SPU.



JUDGE Y MOKGORO
CHAIRPERSON OF COUNCIL



PROF Y BALLIM
VICE-CHANCELLOR

24 June 2016

SECTION TWO: OPERATIONS

2.1 Report of the Vice-Chancellor and Principal (Including Academic Programmes)

With the successful completion of the first academic year in 2014, Sol Plaatje University entered 2015 fully aware that this would be a year of consolidation of our early modest achievements, while at the same time, being a year of continued rapid development of our institutional capacity. The three academic programmes were competently delivered in 2014 and students performed exceptionally well in their studies – setting high markers for the level of our expected performance in 2015.

While emphasis and context may have changed, Executive Management's attention was largely focused on the same development areas as in 2014. The year also increasingly highlighted the need for management capacity, processes and systems to be deepened and professionalised. This derived from the increased student numbers, the increasing staff numbers and the growing demand for governance oversight reporting – internally and externally. Executive Management also turned its attention for the need to strengthen our partnerships with institutions and potential supporters in the Northern Cape. The sections which follow, provide a highlight report of our significant activities and achievements in 2015.

2.1.1 Academic programmes

Thanks to timeous planning and submissions in 2014, SPU was successful in obtaining approval from the DHET, SAQA and the CHE to offer the following additional programmes in the 2015 academic year:

- (a) Expansion of the teacher education programme to include the BEd (Intermediate Phase) in the specialisation of Mathematics and Natural Sciences, as well as in Social Sciences;
- (b) BSc in Data Science; and
- (c) Higher Certificate in Heritage Studies.

In addition, the BEd (Senior Phase) programme was expanded to include Social Sciences as a teaching specialisation.

The refurbished Old Legislature Building and William Pescod School Campus allowed us to grow our total enrolment to 329 students across all the programmes offered. This enrolment included 107 (of the 124 students registered in 2014) who returned to continue their studies.

The enrolment plan for 2015 envisaged a total registration of 370 students, but registrations were limited due to the incomplete residence spaces. Even with this reduced enrolment, it was necessary to enter into an agreement with a private accommodation provider to accommodate some of our students for the year.

The Higher Certificate in Heritage Studies and the BSc (Data Science) programmes, which had been developed at SPU, were offered as new qualifications in South African Higher Education. Notwithstanding the very limited marketing of these new programmes, we were pleased that 17 students registered for the Advanced Certificate in Heritage Studies programme and 28 students enrolled in the BSc (Data Science) programme.

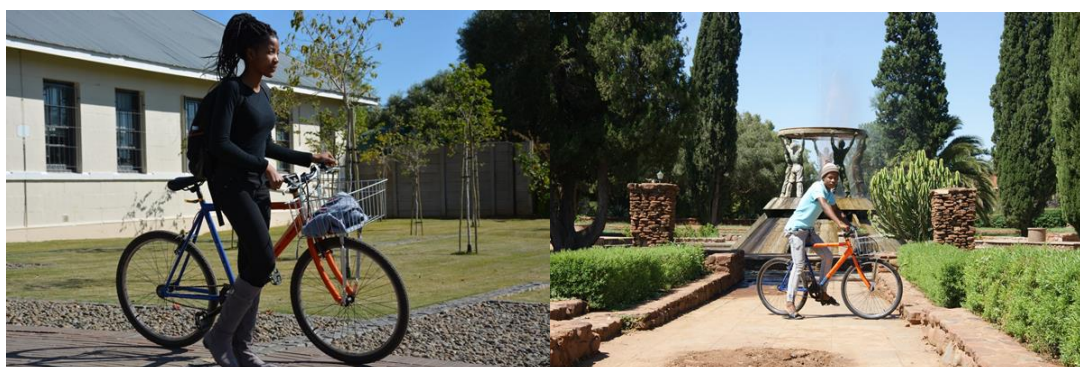
Since SPU was established as a new University after the establishment of the CHE, the HEQC chose to deviate from its normal programme approval protocols for public higher education institutions and to include a site visit to the University – before formal approval of the 2014 and new 2015 academic programmes. SPU encouraged this approach since it presented an additional quality assurance mechanism and would give useful criticism of our institutional capacity for assuring academic quality. The HEQC accreditation visit took place in March 2015 and the visiting team comprised senior academics from other South African universities, together with staff in the accreditation office of the HEQC. We were pleased that this accreditation team reported no concerns about our ability to deliver good quality programmes.

2.1.2 Students and the learning experience

It is noteworthy that the students in 2015 produced outstanding academic results that were similar to that of the 2014 cohort. Of the 329 students enrolled in 2015, 75% passed all their courses and the average course-pass rate was around 90%. While small classes have certainly helped to produce these results, we remain convinced that the level of academic and general support that we give to our students is an important factor in stimulating them to higher levels of achievement. The requirement that all students own a laptop computer, together with the high-quality wireless

access on all campuses, has proven to be a significant pedagogical benefit and we intend to continue with this practice. In addition, the focus on developing the teaching competence of our academic staff through external training interventions as well as through internal sharing of good practice, has clearly been beneficial and will likewise be sustained.

Generous sponsorship from Standard Bank (Northern Cape) allowed SPU to introduce the Bicycle Project in which staff and students are able to rent a SPU-branded bicycle at a nominal rental of R360 per year. Given the generally flat terrain of greater Kimberley, the project has proven to be popular and has reduced the cost of local travel for students.



Students preparing to use their bicycles for local mobility

Approximately 60% of our students required residence accommodation and the partly incomplete Whiteways residence building caused us to place students in a privately managed residence nearby. This arrangement was not without concerns, particularly the problem of the safety of our students as they walked or cycled between the campus and the residence. Nevertheless, the arrangement saw these students suitably accommodated for the year. Importantly, we continued to manage the residences, including the private residence, primarily as learning spaces. This meant supporting students in developing their learning habits through directed initiatives and facilities in the residences.

Council's adoption of the Constitution of the SRC allowed us to hold elections and formally constitute the first SRC of SPU. This marked an important moment in the development of student governance as the SRC representatives are now considered as full members of Council, Senate and the Institutional Forum.

2.1.3 Staffing and staff development

In preparation for implementation of the new academic programmes, as well as teaching of the second-year of study in the existing programmes, we tried to appoint new academic staff in the last quarter of 2014 to allow these academics time to prepare their teaching materials. While this worked for most of the staff recruited, it was not always possible and some of the new academic staff only joined during the early part of 2015. Nevertheless, all the academic programmes were competently delivered. We continued to rely on contract teaching staff from neighbouring universities or locally in Kimberley to present short but specific topics on our modules. However, this was at a much reduced occurrence when compared with 2014.

The decision by the Minister of Higher Education and Training to disestablish the National Institute for higher Education (Northern Cape) resulted in their staff having to face a loss of employment. By matching SPU's staffing needs with the competence of the NIHE (NC) staff, we were able to absorb most of them into academic and administrative positions at the University. Some of these staff members were retained on 2-year contracts to the end of 2016 to manage the Teach-Out project for the remaining NIHE (NC) students who still required support in Kimberley to complete their qualifications.

The cost-of-living and social context in Kimberley continues to present disincentives to attracting and retaining staff from outside of Kimberley. This prompted Council to approve salary increases that were higher than the average for the sector as a once-off strategy for responding to this problem.

By the end of 2015, there were 40 academic staff at SPU, 15 holding PhD degrees and 20 with a Master's degree as their highest qualification. Staff have also responded positively to the call to register for a Masters' or Doctoral degree and we have received funding from the ETDP SETA to support the fees for such staff who register at other South African Universities.

Following the resignation of the Registrar, Dr M du Plooy, we were able to attract Mr R Naidoo into this position. He arrived with a strong background in higher education administration developed at a range of South African universities. He has settled well into the position and has made good contributions to developing our academic administration systems.

The Human Resources and the Finance functions were also strengthened with additional staff to manage the growing demand for support from these offices. Unfortunately, our concerns with the outsourced approach to our 'enterprise management system' with AdaptIT were not alleviated. Our expectation that AdaptIT would be able to manage the transaction processes associated with the financial management for SPU was not realised. It became clear that we had expected a level of financial accounting sophistication that AdaptIT was not structured to provide. Council therefore approved a change to the approach where the financial transactional work will be done by SPU, while AdaptIT will manage the back-end analysis and store our data on a shared 'cloud' platform. We expect that the transition, particularly the training of our staff, will take 18 months to two years to complete.

The good progress made with our new infrastructure development as well as the growing governance capacity at SPU, led to a decision by Wits University to signal that it intends to hand over the infrastructure delivery programme to SPU in March 2016. This required that we grow our own systems and capacity for infrastructure procurement and management to be able to absorb the process from Wits and to ensure that we are able to sustain the same high level of quality and professionalism that Wits had provided. We therefore employed an infrastructure manager during 2015 who has worked on the development of our internal systems to allow us to manage the future development of our infrastructure projects. The New Universities Project Team from the DHET have also greatly assisted with this process.

2.1.4 Developing new academic programmes for 2016

In the first two years of its academic development, SPU focused on implementation of what can best be described as 'niche' programmes: a BSc in Data Science, a Higher Certificate in Heritage Studies, the BEd programme and the programme in Retail Business Management. The expected growth in available facilities, residences and teaching spaces at the beginning of 2016, would allow a significant step-growth in student enrolment to around 800 students. It was therefore considered as the correct moment to introduce the core formative University programmes in 2016: the Bachelor of Arts (BA); the Bachelor of Science (BSc) and Bachelor of Commerce (BCom) as generic qualifications. These programmes were developed by drawing on experiences and good practice from Wits University and UFS and adapted to suit SPU's long-term academic intentions; as well as to draw on and build on our existing disciplinary strengths.

The curriculum proposals were submitted to the DHET, the CHE and SAQA in good time to be approved for delivery in 2016. In anticipation of approval, the necessary staff were also sought and recruited in 2015 to teach on the programmes when implemented in 2016.

2.1.5 Progress with the NIHE-NC Teach-Out project

As indicated above, we were able to retain a core group of managers and administrative staff to oversee the task of providing infrastructure and administrative support to NIHE-NC students who were still registered with NWU and UFS.

Through suitable agreements with the DHET for funding of the project and with the local FET College, the new owner of the teachers' college premises in Galeshewe, we were able to support these students in their teaching and residence needs. SPU has managed this initiative as a project in our accounting and reporting systems and we have ensured that the funds are ring-fenced for management of this project.

The project has progressed well and the initial problems of student access to learning materials and facilities have largely been resolved. Furthermore, we identified a significant proportion of students on the programme who would not be able to complete their qualifications by the end of 2016, the expected end-time of the Teach-Out project. This is caused by students having previously failed modules which are essential to the completion of their qualifications but which are no longer being offered on the Teach-Out project in Kimberley. We have been in positive discussion with both the partner universities to consider alternative modes of module delivery and assessment approaches that may allow students to complete their qualifications and so minimise the number of students who will be left with incomplete qualifications at the end of 2016. These strategies include block-release modules offered during the vacation periods, additional tutorial assistance to prepare qualifying students for special examinations and additional assessment opportunities. These discussions are ongoing and we are positive about the potential benefit to our students.

2.1.6 National student protest action on fees

The national student protest action that took place towards the end of 2015, also found expression at SPU, although with significantly less violence and damage. Our students voiced their support for the national initiative through protest action on campus and this was mostly a peaceful event. At a gathering of all students led by

the SRC, it was decided that students would continue with classes and examinations and that the SRC members would continue to participate in national discussions with the DHET and Government on the issue of the high cost of student fees in South Africa.

After negotiations between management and students, Council agreed:

- that SPU would not increase residence and tuition fees for 2016;
- that all students who do not have an external bursary but who pass all their modules will have their tuition fees paid through an SPU scholarship; and
- that limits of outstanding debt to the University to allow registration in 2016 will be raised to maximise the number of students who are able to return and continue their studies.

These agreements have generally had a positive impact on retaining our students who perform well academically.

A decision was taken at the national level that student tuition and residence fees would not be increased for the 2016 academic year. This decision would have resulted in a R5m loss of income and the DHET agreed to make up for this loss of income by providing SPU with an additional R5m on the grant income for 2016.

Of course, the issue of constrained student fee income raises questions of the financial sustainability of the University. However, this is a question that affects all public higher education institutions and we expect that there will be a national response through Government initiative. It seems clear that a return to the pre-2015 fee regime is unlikely and we await the outcome of discussions at the national level.

In conclusion, this has been a reasonably successful second academic year in the life of our University. Our students and our staff have been focused on their tasks and have performed well. This is undoubtedly thanks to the support and dedication of our entire internal community, the New Universities Project team and the unstinting support that we gratefully received from many other organisations and institutions.



PROF Y BALLIM
VICE-CHANCELLOR AND PRINCIPAL

2.2 Student Applications, Registration and Academic Performance

In 2015, the application forms for admission were placed on the University's website in a downloadable form for easy access to potential applicants. Hard copies of the application form were also obtainable at the University. A non-refundable application fee remained unchanged at R100-00.

The total headcount for the 2015 academic year, stood at 329 students in the five academic programmes offered at SPU. The University received 1 370 applications and 255 offers were made based on applicants meeting the minimum admission requirements per programme. This is a very low offer rate of only 19% of applicants, indicating that we are not receiving sufficient applications from students who perform well academically in their grade 12 examinations. In order to improve this rate, a more vigorous recruitment strategy targeted at better performing learners in better performing schools in the region, together with enhanced administrative support, will have to be put in place in the coming years.

a) Student profile

Table 2: Demographic profile of Students

Gender		Population Group	
Male	52.8%	African	68.1%
Female	47.2%	Coloured	27.4%
Home Language		Indian	0.3%
		Afrikaans	25.1%
English	11.9%	Unknown/Other	0.3%
isiZulu	2.1%	Home Province	
Sepedi	0.3%	Eastern Cape	0.9%
Sesotho	1.5%	Free State	1.5%
Setswana	48.7%	Gauteng	1.8%
Shona	0.3%	KwaZulu-Natal	0.9%
isiXhosa	9.6%	Limpopo	0.6%
Xitsonga	0.3%	Northern Cape	78.5%
Unknown/Other	0.3%	North-West	14.3%
		Western Cape	1.5%

- **Financial Support**

Table 4: Funder/Sponsor funds allocated to students

FUNDER/SPONSOR	NUMBER OF STUDENTS	AMOUNT (R)
Funza Lushaka	97	7 275 000
NSFAS	54	3 059 856
W&RSETA	59	3 467 075
BANKSETA	18	1 350 000
TRACKER	2	150 000
Department of Education	1	30 000
Office of the Premier	1	60 000
Office of the MEC	1	25 000
Northern Cape Premier's Education Trust Fund (NCPETF)	9	409 395
Corns Group	3	87 873
De Beers Group	1	10 000
ETDPSETA	3	144 242
Gamagara	1	56 725
Gestamp Solar	1	50 262
John Taolo Gaetsewe Development Trust	9	557 590
National Youth Development Agency (NYDA)	10	698 400
SIOC Community Development Trust	1	65 543
Tsantsabane	1	42 741
FNB	2	50 000
TOTAL	273	R17 589 702

It is important to note that Funza Lushaka and NSFAS together contributed around R10,3m to student fees. Contributions from the private sector, SETAs, local government and provincial government contributed around R7,3m to support our financially needy students.

- **Student Residences**

The University had two residences, Whiteways and Diamond Lodge, in 2015 with a total student population of 178 students. These residences were managed by two full time Residence Managers, while Student House Committees assisted with the overall governance of the residences. Various student development activities with a strong

focus on support were offered. Motivational speaking sessions were held prior to the examinations and students were assisted with study technique. All residences provided full catering for all students.

Table 3: Student Residence Profile

RESIDENCE	TOTAL NUMBER OF STUDENTS	FEMALE	MALE
Whiteways	116	68	48
Diamond Lodge	62	34	28
Grand Total	178	102	76

- **Quality Management and Academic Quality Assurance**

Teaching and assessments on all the modules at SPU were externally monitored by academics from our partner institutions, namely University of the Free State and Cape Peninsula University of Technology. As per the University policy on assessment, all summative assessments and a suitable proportion of the formative assessments on all modules were externally moderated.

The students enrolled in 2015 performed exceptionally well in all the academic programmes on offer. This excellent level of performance was due largely to a number of factors, viz

- small classes;
- each student having his/her own laptop;
- full meal a day;
- large percentage of students have funding; and
- the commitment and diligence of students to excel.

The table below gives an analysis of the general academic performance of students in 2015 in the various programmes offered per semester.

Table 5: Academic Performance of Students per Programme

PROGRAMME	HEADCOUNT	STUDENTS WHO PASSED ALL MODULES (%)	
		1 st Semester	2 nd Semester
BEd	156	95,6	93,9
BSc (Data Science)	25	88,5	90,1
Diploma in ICT	70	89,7	79,1
Diploma in RBM	61	-	93,1
Higher Certificate in Heritage Studies	17	93,7	86,7
OVERALL	329	91,9	88,6

SPU also participated in the Quality Enhancement Project (QEP) in 2015, which is managed by the Council on Higher Education (CHE). This is intended to replace the CHE institutional audits and is aimed at promoting student success on the basis of four themes:

- (i) Teaching competence of academics
- (ii) Support and development services to students
- (iii) Learning environments that promote success
- (iv) Enrolment planning and management

2.3 Staffing Development and Staff Profile

The table below indicates the race, gender and qualifications profile of academic and administrative staff at SPU at the end of 2015.

Table 6: Staff Profile

TOTAL ACADEMIC STAFF (30 ¹⁰)										
BLACK		WHITE		COLOURED		INDIAN		PhD	Masters	Honours
F	M	F	M	F	M	F	M			
4	13	7	2	1	1	1	1	9	14	5
17 (56%)		9 (30%)		2 (7%)		2 (7%)		30%	47%	17%
TOTAL ADMINISTRATIVE STAFF (44)										
BLACK		WHITE		COLOURED		INDIAN		PhD	Masters	Honours
F	M	F	M	F	M	F	M			
12	12	7	4	3	3	0	2	2	8	8
24 (55%)		11 (25%)		7 (16%)		2 (4%)		4%	18%	18%

¹⁰ Six contract academic staff not included in this figure.

2.4 Operational Sustainability, Financial Health and Funding Sources

The Council of SPU approved an operating expenditure budget of R83.4 million, with an expected income of R83.8 million, indicating a projected operating surplus of R0.4 million for 2015. This income was derived from an earmarked grant of R58.1 million received from the DHET, R19.3 million from student tuition and residence fees, R2 million of interest income, a R3 million management fee for the Galeshewe Teach-out Project and a relatively small amount of third- stream income to make up the balance.

The budget and expenditure plan prepared by the New Universities Project Management Team for the 2013 to 2018 development period of the University, identified the levels of state funding required for establishment and the early years of operation of the University. The DHET is committed to at least this level of funding, with possible variations in the budget allocations, as the University identifies its own evolving priorities.

Through an agreement between the DHET and WITS, funding for infrastructure development at SPU was allocated to WITS, but to be spent by the New Universities Project Management Team on SPU infrastructure development projects. During the 2015 financial year, these funds were used for the continuing refurbishment of the existing buildings namely Old Legislature Building (now known as Luka Jantjie House), William Pescod, Whiteways and Diamond Lodge. Construction on three new buildings continued during 2015, involving three principal contractors with a total spend of approximately R850 million and a project completion date of early 2016. At the date of this report, these building are functional with still some minor works to be completed. (Refer to section 2.5 of this report for further details.)

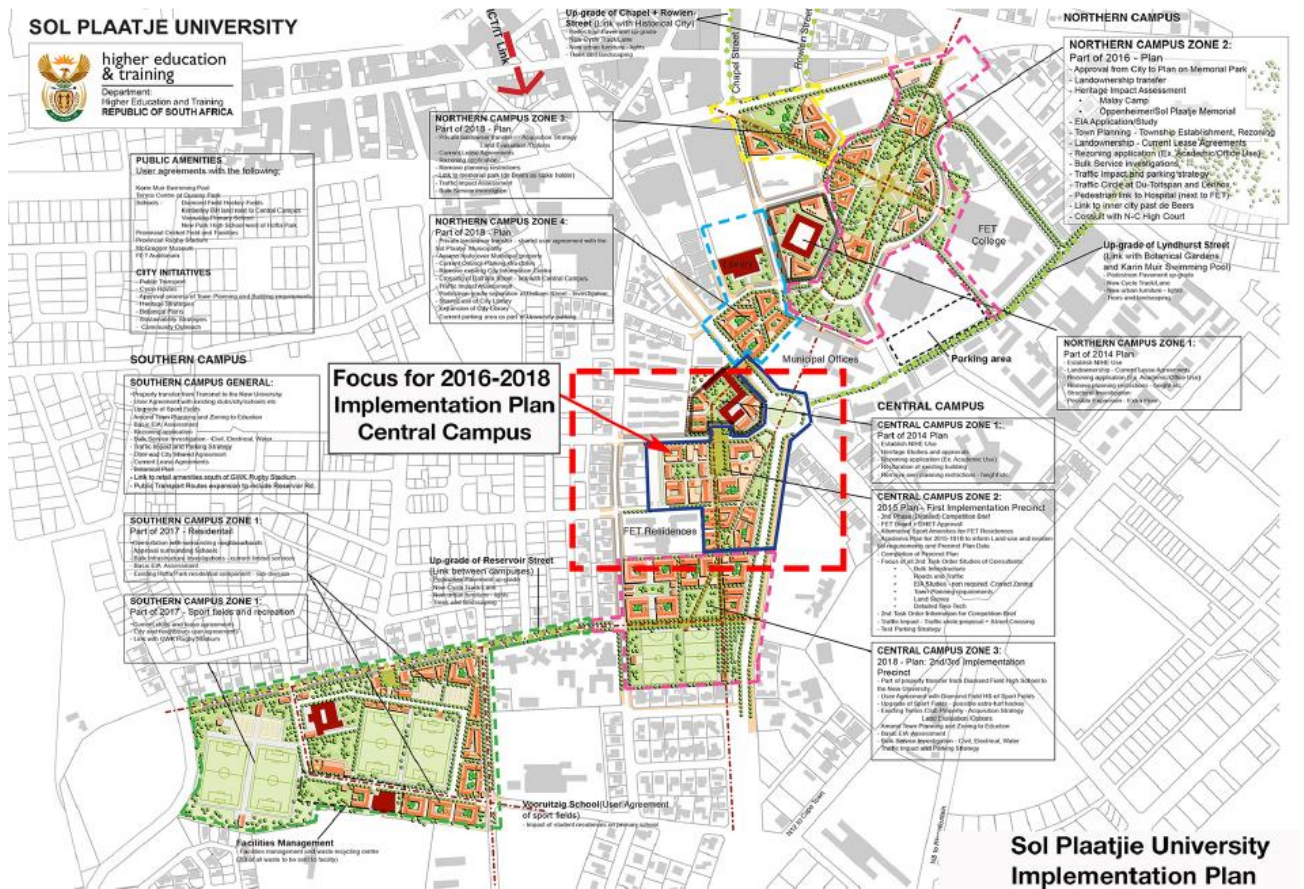
A more detailed exposition of the University's finances, including comments on its operational sustainability, financial health and funding resources, is contained in the Annual Financial Review (See Section 3.1 of this report).

2.5 Facilities and Major Capital Works

During the past year, delivery has focused on the construction of new buildings, as well as the continued renovation of existing buildings. This section of the report covers work constructed (under construction and planned) as follows:

- a) New buildings
- b) Existing buildings renovated

While the broad Spatial Framework and the plan to complete the University within a 10 to 12 year period has remained largely unchanged, intensive consultation with the academic leadership has shaped the priorities, forward planning and the design of new buildings. This consultation has resulted in a 5-year infrastructure development plan which is illustrated in the figure below.



Infrastructure development plan showing Central Campus as the focus for 2016 – 2018 implementation. Total assignable new build space added to Sol Plaatje University by 2016 is 23 019 m². A further 10 853 m² is currently under construction for completion by January 2017.

Substantial completion of the planned construction work during 2015 enabled the 2016 enrolment of 700 students. The next phase of construction was also started with a view to expand enrolments to 1 200 in 2017.

During the past year, a variety of buildings have been renovated and three substantial new buildings have been established under the Wits MOA. Two further new buildings, which were started by the Wits Project Management Team (PMT), are under construction with the responsibility for their completion transferred to the Sol Plaatje University for completion. Under this arrangement, the professional team briefing, design, design development and construction documentation was completed under the Wits MOA, with the construction implementation the responsibility of SPU. A similar process was followed for the renovation projects of Luka Jantjie House, which is only partially completed by the Wits PMT, and the rest will be completed by SPU. The Renovation Projects include the following:

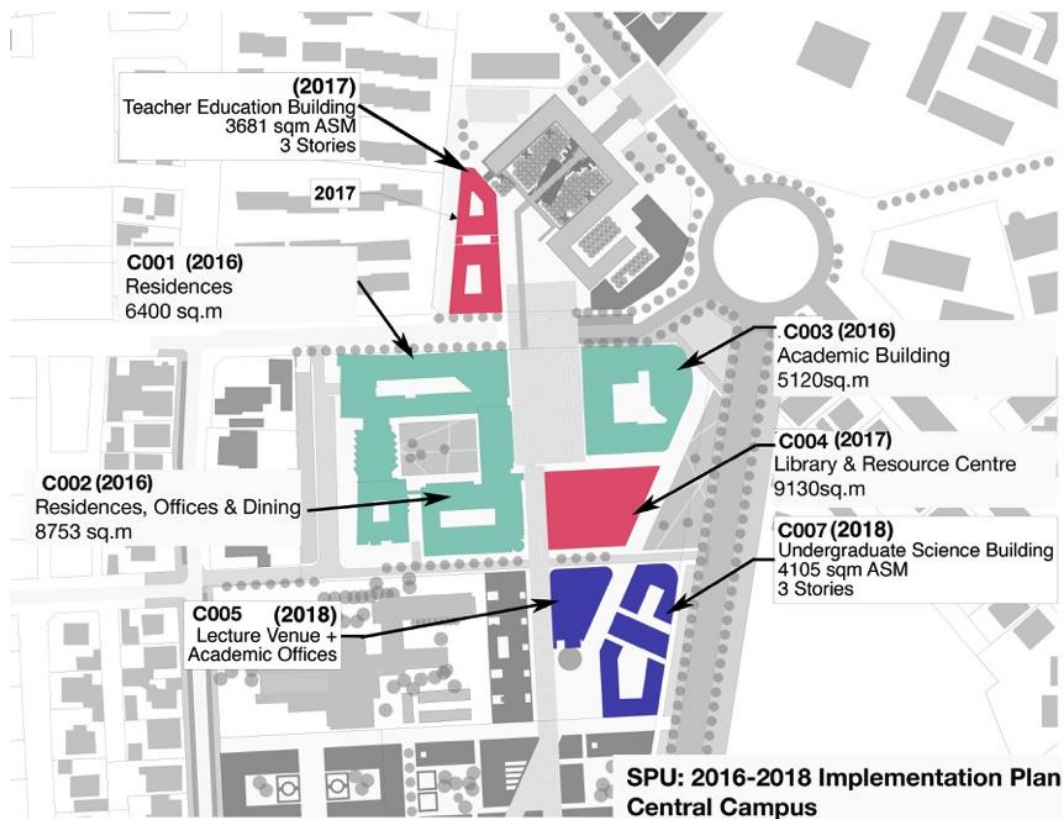
- i. Diamond Lodge (62-bed residence, as well as a Warden's apartment and a canteen)
- ii. Whiteways (120-bed residence, as well as a Warden's apartment and a canteen)
- iii. William Pescod Building (classrooms, laboratories and office for the School of Education)
- iv. Luka Jantjie House (classrooms, laboratories, offices and canteen) – (70% completed under the Wits MOA)

The new buildings completed under the Wits MOA includes:

- a) Building C001: Student Residence
- b) Building C002: Student Residence, Dining Amenities, Lecture Halls and Offices
- c) Building C003: Academic Building

The following new buildings were completed up to Stage 6 of the New Engineering Contract (NEC) under the supervision of the Wits PMT. Implementation was supervised and managed by SPU:

- I. Building C004: Student Resource Centre and Library
- II. Building C008: Teacher Education Building



2016 – 2018 Sol Plaatje University Implementation Plan of the Central Campus

2.5.1 Building C001: Residence



North-East corner of C001 Student Residence – with integrated artwork

Building C001 is predominantly a student residence. The residential rooms are located on floors 1 to 4, accommodating a total of 318 beds and two Wardens' Apartments. The rooms are grouped together to form social clusters with shared ablutions and small lounge spaces. Several group learning spaces are also provided on each floor. The large residence common rooms, lounges and games rooms are located on the ground floor facing onto a semi-private square shared with Building C002.

The residence includes 44 ablution facilities, 40 kitchenettes and 17 seminar rooms. The walkways and circulation spaces are designed to be socially interactive spaces, promoting integration and learning between students. Disabled ablution facilities are provided on each floor of the building. Lift services provide unrestricted access to the entire building.

Work commenced on site in October 2015 and was handed over for occupation in February 2016. Subject to final accounts, it is anticipated that the project will be concluded within the approved control budget of R216 790 284.62

2.5.2 Building C002 – Multi-use

Building C002 is a complex, multi-use building, including a 224-bed residence, a University kitchen and dining hall with seating for 500 students at any one time and a suite of academic offices. While fully integrated, access to the different sections is regulated. The residence is connected to Building C001 around a large, semi-private courtyard.

The following functions and features are incorporated:

- Ground floor – Retail space
- Kitchen and Dining Hall (500 seats)
- Residence consisting of 122 single rooms, 48 double rooms and 6 units catering for persons with disabilities
- TV rooms, games rooms and meeting rooms included in residence
- 350-seat flat floor teaching venue/examination hall
- 100-seat lecture room
- Two (2) 48-seat lecture room
- Six (6) seminar rooms
- Staff offices and meeting rooms



North-East corner of C001

C001 and C002 form the largest courtyard on campus, offering a protected outdoor space. Solar analysis showed that the spaces to the south of the courtyard would be in shade during summer and sunshine during winter. Hard and soft landscaping was designed to maximise potential all year usage. Trees are included to the north of the courtyard to offer additional shading during the summer months without over-shading the northern veranda space in winter.

Work commenced on site in October 2015 and was partially handed over in February 2016. The building was fully handed over in April 2016. It is anticipated that the project will be completed within the approved control budget of R237 466 446.67.

2.5.3 Building C003: Academic

Building C003 is located on the eastern edge of the main public square on central campus. In terms of the urban design framework, its primary function is to define the eastern edge of the square, as well as to create a layered façade, with a colonnade as public/semi-public interface between the square and the building. With the building accessible to the street and the square, the ground floor is designed to activate the pedestrian areas surrounding the building. On all floors, a key element of the design is to have constant surveillance on the street by careful placing of windows, balconies and other activities.

The building consists of a ground floor and 3 floors above, which are laid out around a central, open-to-sky courtyard. Apart from its primary function as circulation space, it is envisaged that the central courtyard will be a hub of activity encouraging interaction amongst students. The building includes 4 raked auditoriums, two large flexible academic spaces and academic offices that can accommodate change in the future if needed.

Key Features include:

- Ground floor:
 - Retail.
 - Raked lecture halls for 213 and 111 seats
 - Two (2) Flat floor classrooms for 48 seats
 - One (1) Flat floor classroom for 80 seats
 - Flexible flat floor classroom/gathering space (80 seats)
 - Health and Wellness Centre
 - Open amphitheater
- First floor:
 - Raked lecture halls for 213 and 111 seats
 - Flat floor classroom for 80 seats or flexible for other use
 - Academic offices
- Second floor:
 - Academic offices.
 - Seminar and meeting rooms
 - Flat floor classroom for 80 seats or flexible for other use
 - Gymnasium
- Third floor:
 - Student Affairs Offices
 - Academic Teaching and Learning Offices
 - Teaching and Learning venues
 - SRC Offices
 - Students' sport clubs and societies' meeting rooms

Work commenced on site in October 2015 and was handed over for occupation in February 2016. Subject to final accounts, it is anticipated that the project will be concluded within the approved control budget of R173 555 952-23.



Building C003 viewed from Central Campus Square

2.5.4 CX01: Bulk Infrastructure and External Works



The bulk services for Erf 2503 have been centralised into a service building supporting all the 2016 and 2017 buildings.

The works associated with the CX01 Work Package comprise construction of the site and connector infrastructure on erf 2503 servicing the new buildings of the Central Campus. The site infrastructure comprises all services which are on Erf 2503, but outside the footprint of the buildings. They include bulk electrical, fibre optic, mechanical, TABS and civil services. The works also include services and associated works to connect all infrastructure (water, sewer, roads and storm water) to existing municipal infrastructure.

The scope includes all hard landscaping and planting in the urban spaces between buildings, incorporating roadways walkways, squares and courtyard.

The bulk infrastructure and services yard building on the west of the site, is designed in the face brick and language of the other buildings of the Central Campus. This building accommodates various water storage tanks and service plants, efficiently providing pressurised and backup services to the buildings. Service plants include fire-water, domestic cold and hot water, TABS water and grey water treatment. The electrical main substations and backup generator are also housed in the services yard.

The landscaping includes the planting of indigenous trees in all urban spaces, providing a welcoming and cool campus environment. All hard landscaped areas are designed to provide maximum access to all students and staff, including those with disability, thus the paving is as flat and even as possible.

Work commenced on site in February 2015 and was ready by February 2016 in time to service the first buildings (C001, C002 and C003). Subject to settlement of final accounts, it is anticipated that the project will be concluded within the approved control budget of R88 977 433-46.

2.5.5 C004: University Library and Resource Centre

Building C004 was initiated in 2015 as the University Library and Resource Centre and is intended to be a landmark building, at the heart of the Central Campus. The building is planned and equipped for flexible library and resource use as well as for more restricted functions such as archiving.

Incorporating the traditional functions of a main University library, the building envisages a much wider range of student learning opportunities, circumstances and interactions. The library is planned to maximise access to both digital and physical resources, as would be expected of a modern university library.

This building arranges the uses from the most general and accessible at the ground floor, with the more restricted, specialised and quiet toward the top levels. It has been conceptualised as a landmark for both the University and for the City of Kimberley.

Key features of the library are planned to include:

- Ground floor exhibition space with Help Desk, coffee counter and a 240-seat, informal auditorium
- Four (4) 80-seat classrooms and two (2) 40-seat IT round table laboratories
- Computer service related space
- Seven (7) offices, twelve (12) tut/seminar spaces with one (1) conference room
- Book stack and processing space, as well as reference desk and library loan area
- Variety of study spaces as well as undergraduate, postgraduate and research areas

This is the first building to be constructed under the full management responsibility of SPU. Work commenced on site in October 2015 and partial handover is planned for February 2017. The estimated cost is R173 782 075-00.

2.5.6 School of Education

Building C008 is a 4-storey building and is intended to accommodate the specialised teaching and learning requirements of our School of Education. The building will include:

- double volume central movement passage
- two (2) raked 60-seat, semi-circular auditoria
- four (4) 50-seat flat floor lecture halls with spill-out area
- two (2) teaching practice auditoria
- four (4) teaching practice classrooms
- video recording and processing facility
- scriptum/practicum classroom
- language laboratory
- chemistry laboratory

- physics laboratory
- twelve (12) staff offices
- open plan offices
- staff meeting rooms
- tea kitchens
- ablution facilities
- staff seminar room



Building C008 – Architect’s image of the School of Education Building adjacent to the William Pescod Building as viewed from the Central Campus Square

Construction of Building C008 started in October 2015 under the management responsibility of SPU and is intended for completion by January 2017. The estimated project cost is R157 442 089-10.

2.5.7 Renovation of existing buildings

During the year under review, several existing buildings of the SPU were renovated. Upgrading and conversion work on these buildings commenced in 2013 and has continued over the past year, with an estimated total cost of R86.5m.

A small portion of the overall budget was transferred to Sol Plaatje University to oversee the completion of renovation on the Luka Jantjie House.

The following buildings were completed under the Wits Memorandum of Agreement:

- Diamond Lodge

The 3-storey building was renovated during 2015 and 2016 to include:

- Thirty-one (31) two-bed student rooms (62 students)
- Games room/TV room, study, kitchen and dining room plus laundry on ground floor
- One (1) 2-bedroom Warden flat on the first floor, including office
- Security room for security guards, storerooms, staff restroom, bicycle cage, ablutions and enclosed refuse area

This work has been completed under the Wits MOA at a final cost of about R12 million.

- Whiteways

The 9-storey apartment building was renovated between 2014 and 2016 to include:

- Thirty (30) self-contained, two-bedroom units with 2 students per bedroom plus bathroom, toilet and common room with kitchenette, accommodating a total of 120 students
- Laundry, new kitchen and dining with TV facility and games room
- One (1) 2-bedroom Warden's flat and separate office
- Fully equipped staff flat on the 9th floor
- Storerooms and staff restroom
- Bicycle cage and ablutions, enclosed refuse area, guard house with pedestrian access gate and motorised motor gate
- New, separate fire-escape steel staircase

This work has been completed under the Wits MOA at a final cost of about R19 million.

- William Pescod Building

The one-storey, S-shaped building has been upgraded for the Bachelor of Education Academic programme during the period 2013 to 2015 and includes the following:

- Biology, Computer, Consumer Science, and Physical Science laboratories with storerooms and offices for Lab Technicians
- Geography Practical Classroom

- Technology classroom and fully equipped demonstration workshop with storerooms
- Twenty-one (21) staff offices, toilets and kitchenettes
- Security room for security guards and ICT patch room

The upgrades to this building are complete and the final cost is about R15 million under the control of the Wits PMT.

- Luka Jantjie House

The three-storey building was partially renovated during the period 2013 to 2015 and includes the following:

- Second floor:
 - Thirteen (13) staff offices, five (5) smaller (24- to 30-seat) and 2 larger (54-seat) classrooms
 - Print room and SPU Server Room
 - Two (2) committee rooms
 - Student lounge area
 - Toilets for students and staff
 - Kitchenettes
- First floor:
 - Three (3) offices used by CUT
 - Two (2) large (60-seat) classrooms
 - End-user Computing room (with IT technician office and storeroom)
 - Electronics and Hardware/computing laboratories with storeroom
 - Thirteen (13) staff offices with meeting room on western wing
 - Nine (9) staff offices on the eastern wing
 - Four (4) study rooms on the northern wing
 - Toilets for students and staff
 - Kitchenettes
 - AC Plant rooms and refuge rooms for fire protection
- Ground floor:
 - Thirteen (13) staff offices
 - Boardroom
 - Student waiting/reception area on western wing
 - Eight (8) staff offices on the eastern wing
 - Student Admissions and temporary bookstore
 - Catering kitchen to provide 500 meals in the student canteen plus a staff coffee shop
 - Toilets and kitchenettes

- Fire escape routes
- Basement:
 - Secured storage areas and stand-by generator for the SPU Server

Outstanding renovations on Luka Jantjie House

The only outstanding work managed by SPU on the four existing buildings is Luka Jantjie House and will entail renovations to the following sections of the building which are at different stages of completion:

- Ground floor south wing – Executive Offices, boardroom and security/access control into the building
- First floor south and west corner – offices and possible class and study rooms
- Second floor south/east corner and east wing – offices
- All staircases
- Basement – storage areas, painting and ablutions

The cost estimate for the outstanding upgrades on the Luka Jantjie House is estimated at about R15 million.



Diamond Lodge Residence



Whiteways Residence



North Entrance to the William Pescod Precinct



Main entrance to Luka Jantjie House

SECTION THREE: FINANCE

3.1 ANNUAL FINANCIAL REVIEW

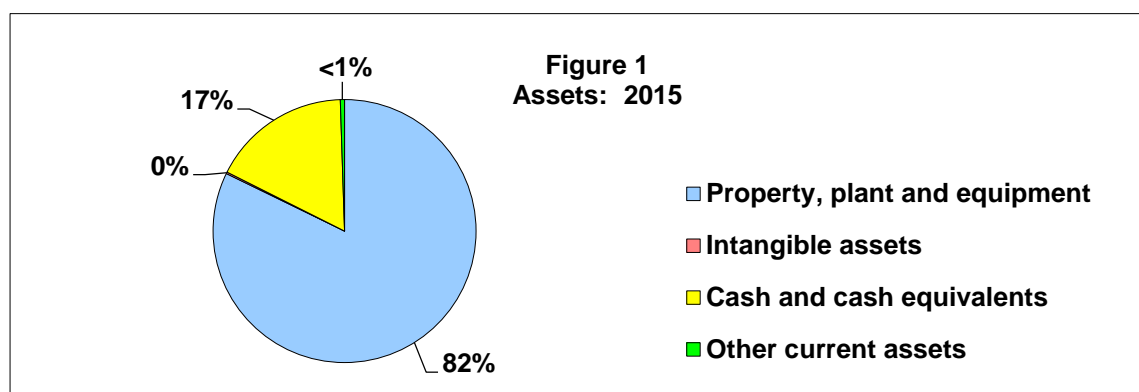
Scope and context of Annual Financial Review

This report is presented, as required in terms of the *Regulations on Reporting*, in respect of the 2015 annual financial statements (AFS) for Sol Plaatje University (SPU). The respective statements cover all financial activities of the University. They therefore provide a comprehensive record of the University's financial operations, its performance and its cash flows for the past year, as well as a statement of its financial position as at 31 December 2015.

For statutory reporting purposes, comparative figures are required to be disclosed in the AFS, both as at the end of the 2014 financial year, as well as for the twelve months then ended, and these figures are therefore within the scope of the Review. The 2015 year was the second full academic year for SPU with a significant increase in the operations. The additional academic programmes being offered in 2015 led to student numbers more than doubling from 124 to 329 and personnel numbers increasing from 33 to 74 staff.

Statement of Financial Position

The assets, liabilities and funds of the University as at 31 December 2015, together with comparatives for 2014, are shown in the statement of financial position. Overall, there has been a major increase in the level of fixed assets (also referred to, in accounting terms, as “property, plant and equipment” and sometimes abbreviated as “PPE”) during the past year, albeit that the single most significant category within the total comprises assets under construction and, consequently, not yet in use. Major components of the University's assets are analysed in **Figure 1** below.



Total assets at 31 December 2015 amounted to R989.9million (2014: R252.2million), denoting a growth of 293% during the year. As stated above, this growth is attributable to the ongoing infrastructural development taking place, which is matched by a concomitant increase in the level of deferred grant income on the face of the University's balance sheet. Most of the latter comprises earmarked government capital grants, which are recognised systematically for accounting purposes over the useful lives of the relevant assets.

Capital expenditure during the past financial year amounted to R638.3 million (2014: R175.4 million). It is both significant and pleasing to note that planned investment in capital infrastructure during the next few years is projected to exceed R1.8 billion, of which all funding for the planned capital infrastructure has already been approved and committed by the Minister and Council, respectively. A further capital sum of R5 million has been pledged by a private donor. Consequently, there are no plans to seek additional loan funding in the short- to medium-terms.

Current assets at 31 December 2015 amounted to R174.2 million (2014: R68.5 million) and consisted almost entirely of cash and cash equivalents. These balances reflected an increase of R105.7 million (154.3%), compared with 2014. Caution should, however, be exercised when viewing these balances, as they do not comprise free cash reserves generated by operating surpluses, but rather funds wholly committed to finance the cost of ongoing infrastructure development and operations, respectively.

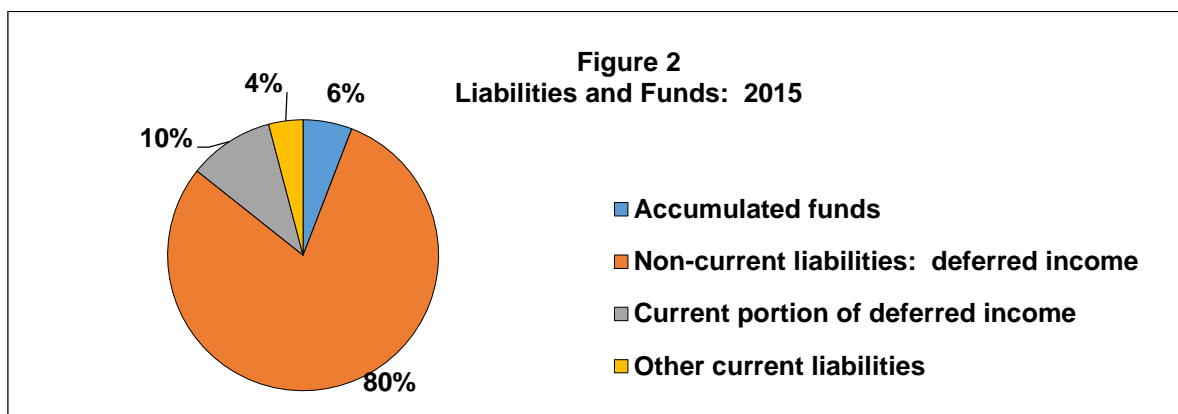
The University's major challenge in the next few years is to ensure that it becomes financially viable as a result of its recurrent operations, notably from student tuition fees, government grants and operating subsidies and, in time, third stream income sources yet to be developed. Its future sustainability will depend largely on the prudent and cost-effective management of its human, physical and financial resources. In particular, SPU will need to make adequate provision for the regular maintenance, refurbishment and timely replacement of its property, plant and equipment, as well as for the collection of student fees and other receivables, which have increased by 3038% from being almost none existent in 2014 to R5.1 million by the 2015 year-end. Strategic short-term investment decisions are being made so as to optimise returns on cash not immediately required for capital projects and other purposes.

Net accumulated funds at the 2015 financial year-end (31 December) have shown a decline in growth compared to the prior year. In 2014 the realised surplus increased by 90.11% compared to 2013 and the realised surplus only increased 13.3% in 2015. The decline in the

growth of the 2015 reported surplus is an indication of the significant increases in operations of the University in 2015 compared to the 2014 year.

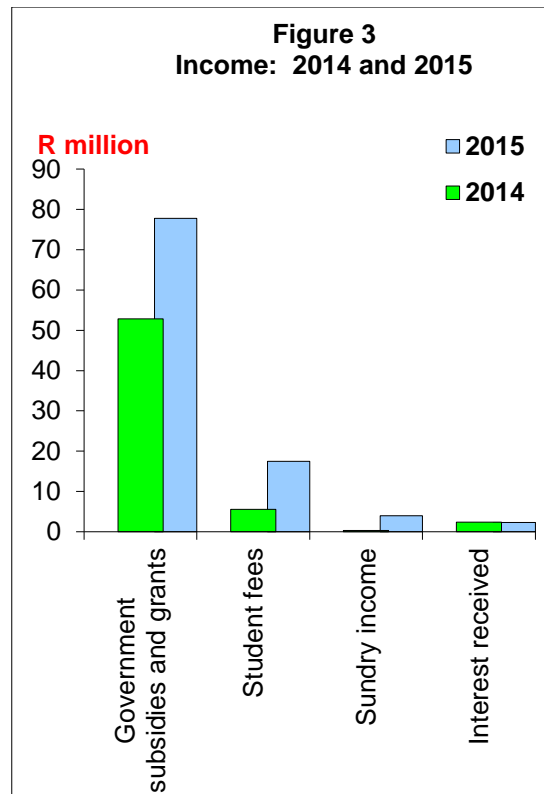
Between the end of December 2014 and 2015, total liabilities increased more than fourfold, from R201 million to R932 million. This change has already been explained by the exceptional incidence of government capital grants received in advance of the projects to be funded and the consequential deferred recognition of such income.

The 2015 category percentages of liabilities and funds are analysed in **Figure 2** below. A large proportion of these balances (90% in 2015 and 77.5% in 2014) represent deferred 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.



Statement of Comprehensive Income

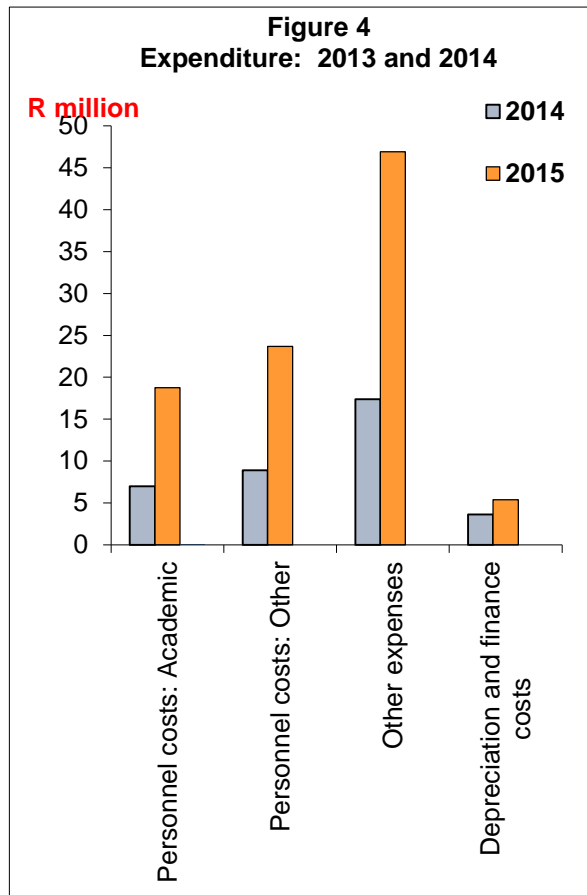
Figure 3 below depicts the major sources of income for 2015 and 2014. Appreciable growth has occurred in government subsidies and grants, which, at 76.5%, remain the single largest source of recurrent income.



Tuition and residence fees for the year of operation has more than tripled to R17.5 million or 17.2% of total income from R5.6 million in 2014 due to increasing student numbers. In time, this source of income is expected to grow to more than one-third of total recurrent income.

One of the risk areas for SPU is tuition fees and especially residences fees. The provision of student accommodation made a loss of R3.9 million (2014: R4.5million). Student accommodation has been cross subsidised by the Council controlled funds for the past two years. The current no-fees movement throughout the country, will seriously influence the sustainability of residences further. With no increase in the residences fees for the 2016 year, losses will significantly increase in future periods.

Major components of expenditure are analysed in broad outline for the two years 2014 and 2015 in **Figure 4** below. It should, however be noted, that operation increased significantly as the academic programmes, student numbers and staff numbers increased in comparison to the 2014 operations.



Personnel costs in 2015 amounted to R42.4 million (2014: R15.9 million) and represented 41.7% of total recurrent income, which is well within DHET recommended norms for higher education institutions in South Africa.

This percentage has increased significantly as expected, and will grow to where it represents the largest component of recurrent operating expenditure.

Financial Planning

As part of its 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, which in the context of the University's finances, are currently being applied progressively and systematically to aspects of institutional governance and financial management. Concerted efforts are therefore being made to build the requisite leadership and human resources capacity to implement, and thereafter maintain, strict financial discipline, effective budgetary control, and sound systems of internal control, all of which are directed to achieve long-term sustainability.

To this end, the University Council and Council Committees are in the process of developing control systems, a policy framework and, in turn, through delegation, to empower management to deliver on the University's Strategic and Institutional Operating Plans. 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, budgeted personnel costs, and other controllable operating expenses (in each case, expressed as projected annual monetary amounts, as well as percentages of total recurrent income).

Performance is currently, and will continue to be, monitored and managed closely to ensure that close to breakeven operating results are realised over the ensuing five years and beyond, and that, concurrently, the University's financial position is continuously strengthened. The Finance Committee plays an integral role on behalf of the Council to both plan and safeguard the University's financial wellbeing.

Inherent in the risks facing SPU, is that of attracting prospective students with the requisite funding to cover their tuition and residence fees. The ability of the University to meet its planned enrolment targets is, in turn, contingent on the availability of student funding from NSFAS and other sponsors. Equally, the University's financial sustainability is crucially dependent on the continuation of specific earmarked government grants and subsidies until such time as the level of enrolled students will generate adequate formula-based subsidies.

Conclusion

Despite extremely difficult economic circumstances prevailing in the higher education sector generally, which has impacted adversely on the ability of several South African institutions to recover student fees and other receivables, as well as to remain financially viable, SPU was able to show a healthy surplus and currently enjoys a relatively strong margin of solvency. There is, however, no scope for complacency in this respect and it behoves all stakeholders to continue to practise good financial governance and stewardship of the institution's resources to ensure the long-term financial sustainability of the University.

We are confident that members of Council, Council Committees, management and the staff of the University have the requisite skills, commitment and resolve to successfully meet and address the many challenges that confront the University as it continues to develop into a fully-fledged and financially viable institution of higher education.



MR R H CLARKSON
CHAIRPERSON: FINANCE COMMITTEE



MR R J OLANDER
CHIEF OPERATING OFFICER

3.2 Annual Financial Statements 2015

STATEMENT OF FINANCIAL POSITION

	Notes	2015 R'000	2014 R'000
Assets			
Non-current assets		815 686	183 702
Property, plant and equipment	3	813 773	182 292
Intangible assets	4	1 913	1 410
Current assets		174 236	68 492
Student debtors and other receivables	5	5 115	163
Cash and cash equivalents	6	169 121	68 329
Total assets		989 922	252 194
Funds and Liabilities			
Funds		57 962	51 155
Restricted funds designated for specific activities			
Educational and general		-	-
Student and staff residences		(8 469)	(4 543)
Unrestricted Council controlled funds		66 431	55 698
Liabilities			
Non-current liabilities		790 250	190 062
Deferred income	9	790 250	190 062
Current liabilities		141 710	10 977
Trade and other payables	7	38 389	4 940
Employee provisions	8	2 231	482
Deferred income	9	101 090	5 555
Total funds and liabilities		989 922	252 194

STATEMENT OF COMPREHENSIVE INCOME

	Notes	Council controlled funds	Specifically funded activities	Student and staff residences	2015 Total R'000	2014 Total R'000
		(Unrestricted) R'000	(Restricted) R'000	(Restricted) R'000		
Recurrent Income						
Subsidies and grants	10	58 111	19 641	-	77 752	52 860
Tuition and other fees		9 582	-	7 900	17 482	5 600
Sundry income	11	3 976	-	31	4 007	314
Total Operating Income		<u>71 669</u>	<u>19 641</u>	<u>7 931</u>	<u>99 241</u>	<u>58 774</u>
Recurrent Expenditure						
Personnel costs	13	38 372	3 169	891	42 432	15 885
Academic		18 738	244	-	18 982	6 976
Other personnel		19 634	2 925	891	23 450	8 909
Other operating expenses	14	23 898	12 054	10 966	46 918	17 398
Depreciation	3	773	3 995	-	4 768	3 279
Amortisation of intangible assets	4	-	423	-	423	181
Total Operating Expenditure		<u>63 043</u>	<u>19 641</u>	<u>11 857</u>	<u>94 541</u>	<u>36 743</u>
Surplus / (Deficit) before interest		<u>8 626</u>	<u>-</u>	<u>(3 926)</u>	<u>4 700</u>	<u>22 031</u>
Interest received	12	2 321	-	-	2 321	2 378
Interest paid		(214)	-	-	(214)	(162)
Surplus / (Deficit)		<u>10 733</u>	<u>-</u>	<u>(3 926)</u>	<u>6 807</u>	<u>24 247</u>

STATEMENT OF CHANGES IN FUNDS

	Council controlled funds	Funds designated for specific activities		Total Funds
	(Unrestricted) R'000	Education and general	Student and staff residences	R'000
		(Restricted) R'000	(Restricted) R'000	
Balance as at 1 January 2014	26 908	-	-	26 908
Surplus / (Deficit) for the 2014 year	28 790	-	(4 543)	24 247
Balance as at 1 January 2015	55 698	-	(4 543)	51 155
Surplus / (Deficit) for the 2015 year	10 733	-	(3 926)	6 807
Balance as at 31 December 2015	66 431	-	(8 469)	57 962

STATEMENT OF CASH FLOWS

	Notes	2015	2014
		R'000	R'000
Cash flows from operating activities			
Cash receipts from government sources		77 752	52 860
Cash receipts from student fees		14 312	5 600
Cash receipts from other parties		3 993	314
Cash paid to employees and suppliers		(55 921)	(29 132)
Cash generated from operations	15	40 136	29 642
Interest received	12	2 321	2 378
Interest paid		(214)	(162)
Net cash generated from operating activities		42 243	31 858
Cash flows utilised in investigating activities			
Acquisition of property, plant and equipment	3	(636 249)	(175 385)
Additions to intangible assets	4	(926)	(1 591)
Net cash utilised in investing activities		(637 175)	(176 976)
Cash flows from financing activities			
Restricted capital funding received for infrastructure		660 829	145 431
Restricted funding received from DHET and private grantors		34 896	5 000
Net cash generated from financing activities		695 725	150 431
Net increase in cash and cash equivalents		100 793	5 313
Cash and cash equivalents at the beginning of the year		68 328	63 015
Cash and cash equivalents at the end of the year	6	169 121	68 328

1. General information

The financial statements were approved by the University Council on 18 August 2016.

Sol Plaatje University (SPU) is a Public University established under the Higher Education Act No 101 of 1997, as amended. 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. Comparative year financial results are presented for the twelve month period ended 31 December 2014.

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 with 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 financial instruments 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 accommodation for students and / or 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.

2.4 Changes in accounting policy and disclosure

2.4.1 New standards, amendments and interpretations adopted by the University

New and amended IFRS and IFRIC interpretations that have been issued and are effective for annual period beginning 1 January 2015, have been adopted by the University, but have no impact as they are not applicable to its current activities.

Standard/Interpretation	Description	Effective date
IAS 19: Employee benefits	Amendment to defined benefit plan	1 July 2014

2.4.2 New standards and interpretations not yet adopted and not yet effective

New standards and amendments to standards and interpretations listed below are effective for annual periods beginning after 1 January 2016, and have not been applied in preparing these annual financial statements.

Standard/Interpretation	Description	Effective date
New		(Periods beginning on or after)
IFRS 14: Regulatory deferral accounts	Accounting for regulatory deferral accounts	1 January 2016
IFRS 15: Revenue from contracts	Revenue recognition	1 January 2018
IFRS 9: Financial instruments	Classification, measurement and recognition of financial assets and financial liabilities	1 January 2018
IFRS 16: Leases	Accounting for leases	1 January 2019
Amendments		
IAS 1: Presentation of financial statements	Disclosure initiative	1 January 2016
IAS 7: Cash flow statement	Cash flow statement	1 January 2016
IAS 16 and 38: Property, plant and equipment and Intangible assets	Clarification of acceptable methods of depreciation and amortisation	1 January 2016
IAS 16 and 41: Property, plant and equipment and Agriculture	Bearer plants	1 January 2016
IAS 19: Annual improvement project	Annual improvement project	1 January 2016
IAS 27: Separate financial statements	Equity methods or accounting	1 January 2016
IFRS 7: Financial instruments: Disclosures: Annual improvement project	Annual improvement project	1 January 2016

Standard/Interpretation	Description	Effective date
Amendments		
IFRS 10 and IAS 28: Consolidated financial statements and Investment in associates and joint ventures	Applying the consolidation exemption	1 January 2016

The University does not plan to adopt these standards early and the extent of the impact has not been determined.

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 Leave pay provision

Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the reporting date. The present obligation at the end of the reporting period is calculated as 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.

2.5.2 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 value of accumulated depreciation of all classes of property, plant and equipment at the end of the reporting period is disclosed in note 3.

2.5.3 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 period over which the University will receive future economic benefits from use of the intangible asset. Where necessary, the estimated useful lives and residual values are adjusted accordingly. The carrying value of accumulated amortisation of all intangible assets at the end of the reporting period is disclosed in note 4.

2.5.4 Impairment

2.5.4.1 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 debt.

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 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 asset 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.

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. Historical cost includes expenditure that is directly attributable to the acquisition of the items. Property, plant and equipment items are capitalised if the life expectancy of an item 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 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 to their residual values over their estimated useful lives, as follows:

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

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on the disposal of assets are determined by comparing the proceeds with their carrying amounts and are taken into account in determining surplus or deficit.

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 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 useful which varies 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 relates. 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.

Intangible assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the 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 plus 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 evidenced 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 transferred substantially all related risks and rewards of ownership. Financial liabilities (or a part thereof) are removed from the statement of financial position when the obligation specified in the contract is discharged, cancelled or expires.

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 and cash and cash equivalents.

Student debtors and other receivables are initially recognised at fair value 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 has to be reversed.

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.

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 on call at banks.

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

2.8.2 Financial liabilities

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

Financial liabilities are 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 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 rather at the discretion of Council.

2.9.2 Funds designated for specific activities restricted (Educational and general)

These funds are created by the appropriation of retained surpluses for specific purposes. The manner in which these funds can be utilised are specified in legal binding terms by the provider of such funds or by another legally empowered person.

2.9.3 Student and staff residences restricted

Student and staff residences restricted funds are created by the appropriation of retained losses relating to the provision of accommodation to students and staff by the University.

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:

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

Income is recognised on a systematic basis over the periods in which the University recognises the related costs for which the grants are intended to compensate

2.10.3 Asset-based Grants

Government 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 Residence Fees

Tuition and residence fees are recognised as revenue in the period to which they relate. Tuition and residence 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 Investment Income

Investment income 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 are 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.

2.11 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.

Short-term employee benefits are expensed as the related services are provided. A liability is recognised for the amount expected to be paid if the University has a present legal or constructive obligation to pay a specific amount, as a result of past services rendered by the employees and such obligation can be reliably estimated.

Employee entitlements to annual leave are recognised when they accrue to employees. The present obligation at the end of the reporting period is calculated as 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; and the amount of the obligation can be estimated reliably. Provisions are measured at the present value of the amount expected to be required to settle the obligation. Contingent assets and contingent liabilities are not recognised, but disclosed.

2.13 Commitments

Commitments relate 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)

	Land and buildings	Computer Equipment	Equipment	Furniture and fittings	Motor vehicles	Assets under construction	Total
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
3. Property, plant and equipment							
Movement for the year 2015							
Opening carrying amount	37 132	16 975	1 167	4 769	-	122 249	182 292
Over-accrual of purchase price	(2 100)*	-	-	-	-	-	(2 100)*
Additions	28 500	7 852	5 259	2 948	528	593 262	638 349
Depreciation	(436)	(2 750)	(756)	(795)	(31)	-	(4 768)
Carrying amount	63 096	22 077	5 670	6 922	497	715 511	813 773
As at 31 December 2015							
At cost	63 800	27 207	6 625	8 149	528	715 511	821 820
Accumulated depreciation	(704)	(5 130)	(955)	(1 227)	(31)	-	(8 047)
Carrying amount	63 096	22 077	5 670	6 922	497	715 511	813 773
Movement for the year 2014							
Opening carrying amount	-	44	-	-	-	10 142	10 186
Additions	37 400	19 311	1 366	5 201	-	112 107	175 385
Depreciation	(268)	(2 380)	(199)	(432)	-	-	(3 279)
Carrying amount	37 132	16 975	1 167	4 769	-	122 249	182 292
As at 31 December 2014							
At cost	37 400	19 355	1 366	5 201	-	122 249	185 571
Accumulated depreciation	(268)	(2 380)	(199)	(432)	-	-	(3 279)
Carrying amount	37 132	16 975	1 167	4 769	-	122 249	182 292

* R17.1 million was previously recorded as the purchase price of White Ways, however the seller was not a VAT vendor and an adjustment of R2.1 million was made to the purchase price.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (continued)

Additions to land and buildings comprise the purchase of Hoffe Park for R28.5 million. The purchase price is inclusive of VAT. The property comprises of constructed buildings including a student residence building, two small houses, a sport club house, gymnasium and range of sport facilities including 7 tennis courts, 2 netball fields and a swimming pool.

Building construction and renovation had been undertaken on land that is currently not registered in the name of the University. Assets under construction will be transferred to land and buildings once construction is completed.

These properties have been donated to the University. The property donations have been gazetted, but as at the reporting date, they had not formally been transferred. The risks and rewards attributable to ownership had been transferred.

	2015 R'000	2014 R'000
4. Intangible assets		
Balances at the beginning of the year	1 410	-
Additions	926	1 591
Amortisation	(423)	(181)
Balance at the end of the year	<u>1 913</u>	<u>1 410</u>
Additions to intangible assets comprise purchased software licences.		
5. Student debtors and other receivables		
Student receivables		
Student receivables	3 170	-
Provision for impairment	(992)	-
Balance at the end of the year	<u>2 178</u>	<u>-</u>
Other receivables		
Prepaid expenses	1 472	163
Accrued interest	1 451	-
Sundry receivables	14	-
Balance at the end of the year	<u>2 937</u>	<u>163</u>
Total student debtors and other receivables	<u>5 115</u>	<u>163</u>

As at 31 December 2015 the student receivables amount is shown net of an impairment provision of R992 000. Management believes that the majority of the student fees outstanding will be recovered from funders, bursars and students.

	2015 R'000	2014 R'000
As at 31 December 2015 the age analysis for student fees receivable is represented as follows:		
2014 Student receivables	-	-
2015 Student receivables	3 170	-
2015 Provision for impairment of student fees	(992)	-
Balance at the end of the year	2 178	-
Student receivables of R2.2 million (2014: Rnil) are considered to be past due but not impaired. At year end all student receivables were reviewed for impairment and an amount of R992 000 was provided for as impaired. The provision was calculated taking into account the academic results and the funding category of students with outstanding debt. The University's procedures on management of credit risk of the student receivables past due are set out in note 17.1.		
The movement in the provision for impairment of student fee debtors were:		
Balance as at 1 January	-	-
Charged for the year	992	-
Balance at the end of the year	992	-
6. Cash and cash equivalents		
Cash at bank	48 622	68 329
Short term deposits	120 499	-
	169 121	68 329
Cash at bank earns interest at floating rates based on daily bank deposit rates. Short term deposits are redeemable at 24 hour notice, are drawn down or added to depending on the immediate cash requirements of the University, and earn interest at the respective short term deposits rates. Deposits are held at various banks for periods varying from one month to six months. Included in the balance for cash and cash equivalents are funds held for restricted purposes of R129.1 million (2014: 17.9 million).(Note 9)		
7. Trade and other payables		
Trade payables	1 892	4 550
Accrued expenses	33 998	-
Accrued remuneration expenses	1 211	14
Other payables	1 288	376
	38 389	4 940

	2015 R'000	2014 R'000
8. Employee leave provisions		
Balance at the beginning of the year	482	48
Accrued for the year	1 749	434
Balance at the end of the year	<u>2 231</u>	<u>482</u>
9. Deferred grant income		
Asset -based deferred grant income		
Balance at the beginning of the year	195 617	45 186
Add: Grants received		
DHET WITS Infrastructure allocation	577 299	141 636
DHET Infrastructure and efficiency grant	99 965	10 000
DHET Other grants	29 084	-
Private grantors	5 086	5 000
Add: Other income received	724	-
Add: Interest earned capitalised in terms of accounting policy	3 208	-
Less: Grants utilised	(19 643)	(6 205)
Balance at the end of the year	<u>891 340</u>	<u>195 617</u>
Comprising:		
Non-current deferred income	<u>790 250</u>	<u>190 062</u>
Current portion of deferred income	<u>101 090</u>	<u>5 555</u>
Made up as follows:		
Cash at bank (note 6)	129 124	17 900
Net book value of assets	46 705	55 468
Assets under construction (note 3)	715 511	122 249
	<u>891 340</u>	<u>195 617</u>

The University received specifically funded grants from the Department of Higher Education and Training (DHET) and from private grantors. These funds are to be utilised for specific projects as prescribed by the respective grantors. Under normal circumstances, specifically funded grant income is ring-fenced.

	2015 R'000	2014 R'000
<p>The DHET transferred R100 million (2014: R10 million) to the University as part of the Infrastructure and efficiency grant. R83 million is to be spent on the construction of new buildings and R17 million to purchase the Oppenheimer Gardens. In 2014 R10 million was received from DHET towards the purchase of Hoffe Park in 2015.</p>		
<p>The DHET appointed the University of Witwatersrand, Johannesburg (WITS) to project manage the physical planning and development of infrastructure of Sol Plaatje University. At year end, work in progress of R715.5 million (2014: R122.2million) was in construction and assets with a net book value of R46.7 million (2014: R55.5 million) had been delivered from the WITS allocation and the Infrastructure and Efficiency allocation received directly by the University.</p>		
<p>Furthermore, R6.1 million (2014: R6.2 million) of the expenditure incurred by WITS and R13.6 million (2014: Rnil) incurred for other DHET ring-fenced grants was recognised as income to the extent of expenditure.</p>		
10. Subsidies and grants		
Operational grant	58 111	46 655
DHET WITS allocation and other subsidies and grants	19 641	6 205
	77 752	52 860
11. Sundry income		
Management fee	3 000	-
Rental income	512	171
Application fees	178	137
Donations received	17	-
Student sports activities	132	-
Other	168	6
	4 007	314
12. Interest received		
Bank	2 321	2 378
13. Personnel costs		
Salaries and wages	39 373	14 414
Leave pay	1 754	434
Recruitment expenses	1 305	1 037
	42 432	15 885

	2015	2014
Permanent Staff		
Average number of persons employed during the year:	54	19
Minimum	33	4
Maximum	74	33
Contract staff		
Average number of persons employed during the year:	46	11
Minimum	20	2
Maximum	72	20
	2015	2014
	R'000	R'000
14. Other operating expenses		
The following items have been included in operating expenses:		
Academic programmes expenses	5 911	619
Professional fees	4 560	4 045
Security and safety	4 424	2 805
Subsistence, accommodation and travel	2 069	1 466
Rental fees	5 436	788
Municipal services	3 015	852
Branding and marketing	186	486
External audit fees	1 466	342
Internal audit fees	352	-
Management fees	3 000	-
Other expenses	16 499	5 995
Total	46 918	17 398
15. Cash generated from operations		
Operating surplus	6 807	24 247
Interest received	(2 321)	(2 378)
Interest paid	214	162
Cash generated from operating activities	4 700	22 031
Non cash items:	7 932	3 894
Depreciation	4 768	3 279
Amortisation	423	181
Provision for employment obligations	1 749	434
Provision for student receivables	992	-
Movement in working capital:	27 504	3 717
Increase in student debtors and other receivables	(5 944)	(163)
Increase in trade and other payables	33 448	3 880
Cash generated from operations	40 136	29 642

16. Related parties' transactions

16.1 Executive Management Remuneration

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. In the case of employees who, during 2015, held office for periods of less than the full year, the actual cost of employment has been disclosed in addition to the equivalent annualised cost.

Name and title	Office held	Actual cost of employment 2015 (if different) (see note above)	Gross annualised remuneration 2015
		R'000	R'000
Ballim, Y Prof *	Vice-Chancellor		2 441
Olander, R J Mr	Chief Operating Officer		1 884
Du Plooy, M J Dr**	Registrar	827	1 296
Naidoo, R Mr***	Registrar	591	1 369

*Appointed with effect from 01 April 2015 as Vice-Chancellor

** Terminated July 2015

***Appointed September 2015

Name and title	Office held	Actual cost of employment 2014 (if different) (see note above)	Gross annualised remuneration 2014
		R'000	R'000
Ballim, Y Prof *	Interim Head		1 208
Olander, R J Mr	Chief Operating Officer	836	1 600

Du Plooy, M J Dr	Registrar		1 240

*On secondment, as Interim Head, from the University of Witwatersrand. The secondment fees payable to WITS are included in other operating expenses.

*** Appointed August 2014

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (continued)

16.2 Payments to Members of Council

To whom paid	Number of Members	Attendance at meetings (Aggregate amount paid)	Reimbursement of expenses (Aggregate amount paid)	Other payments	Total 2015	Total 2014
		R'000	R'000	R'000	R'000	R'000
Chairperson of Council	1	10	-	2	12	6
Chairpersons of Committees	5	23	11	-	34	7
Members of Council	24	52	6	17	75	58
Members of Committees	32	52	5	-	57	8
Chairperson of Interim Council	-	-	-	-	-	244
Members of Interim Committees	-	-	-	-	-	31
Members of Interim Council	-	-	-	-	-	21
Members of Interim Council Committees	-	-	-	-	-	16
Totals		137	22	19	178	391

17. Financial risk management objectives and policies

The University’s main financial instruments comprise loans and receivables represented by student receivables of R2.2 million (2014: Rnil), other receivables of R2.9 million (2014: R163 thousand), cash and cash equivalents of R169.1 million (2014: R68.3 million) and trade and other payables of R38.4 million (2014: R4.9 million). The main risks arising from the University’s financial instruments are credit risk, liquidity risk, capital risk and interest rate risk.

17.1 Credit Risk

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.

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.

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.

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.

17.2 Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting 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 table below summarises the maturity timeline of the University’s financial liabilities that existed at 31 December 2015:

	2015	2014
	Less than 1 year	Less than 1 year
Trade and other payables	38 389	4 940
Total	38 389	4 940

	2015 R'000	2014 R'000
Capital Risk		
<p>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.</p> <p>The University manages its debt conservatively. The University has no long term debt. Debt comprises mostly of trade creditors and other payables which is settled in as short period as possible. At year end the net position of the University was as follows:</p>		
Cash and cash equivalents	169 121	68 329
Trade and other payables	(38 389)	(4 940)
Net current positions	130 732	63 389

17.4 Interest Rate Risk

The University has exposure to cash flow interest rate risk as a result of deposits held with financial institutions.

As at 31 December 2015, 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 R1,6 million (2014: R683 thousand) higher/lower, mainly as a result of higher/lower interest received on cash and cash equivalents.

17.5 Non Recurrent Fair Values

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:

- level 1 - quoted prices (unadjusted) in an active market for identical assets or liabilities.
- level 2 - inputs other than quoted prices included in level 1 that are observable for the asset.
- level 3 - inputs for the asset or liability that are not based on observable market data (that is unobservable inputs).

There are no donated property plant and equipment categories that are categorised as either level 1 or level 2 in terms of above hierarchy. All property, plant and equipment are classified as level 3.

The table below sets out a comparison of carrying amounts and fair values by category of financial instruments.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS (continued)

	Fair value 2015 R'000	Fair value 2014 R'000	Carrying Amount 2015 R'000	Carrying amount 2014 R'000
<i>Level 3</i>				
Property plant and equipment	711	-	658	-

Property, plant and equipment donated to the University comprise of movable assets and is initially recognised as fair value. Fair value was determined taking into account the netbook value of the assets per the register received from the donor. The condition, the market value and the estimated useful lives of the assets were considered in the calculation of the fair value.

18. Commitments

Capital expenditure approved at the reporting date, but not recognised in the financial statements, is as follows:

Property, plant and equipment

Approved and contracted:

Infrastructure and efficiency allocation received by the University or WITS	463 494	571 994
2015	-	571 994
2016	448 528	-
2017	14 966	-

Approved, but not yet contracted for:

Infrastructure and efficiency allocation received by the University	1 318 145	1 035 798
2015	-	267 229
2016	202 970	331 589
2017	332 777	436 980
2018	351 262	-
2019	431 136	-
Total	1 781 639	1 607 792

Funding of commitments

Approved by DHET	1 781 639	857 627
Approved by De Beers	5 000	40 000
* Balance of funds (DHET's formal approval required)	-	710 165

Total	1 786 639	1 607 792
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	2015 R'000	2014 R'000
19. Transactions with DHET		
The University is ultimately accountable to DHET in terms of the Higher Education Act, as amended. Transactions with DHET are as follows:		
Operational grant	58 111	46 655
Ringfenced DHET Infrastructure and efficiency grant directly received by the University	99 965	10 000
Other ringfenced grants received from DHET	29 084	-
	187 160	56 655
The operational grant, although an earmarked grant, is under the control, and is to be utilised at the discretion, of the University Council.		
DHET grant paid via WITS		
Planning and development infrastructure and operating costs	577 299	141 230

20. Taxation

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.

21. Events after balance sheet date

The University awarded a tender to Feedem Pitseng in 2015 to deliver catering services. The agreement period was for a three year period commencing in January 2016. In April 2016 the agreement was mutually terminated by both parties and settled for R1.6 million.