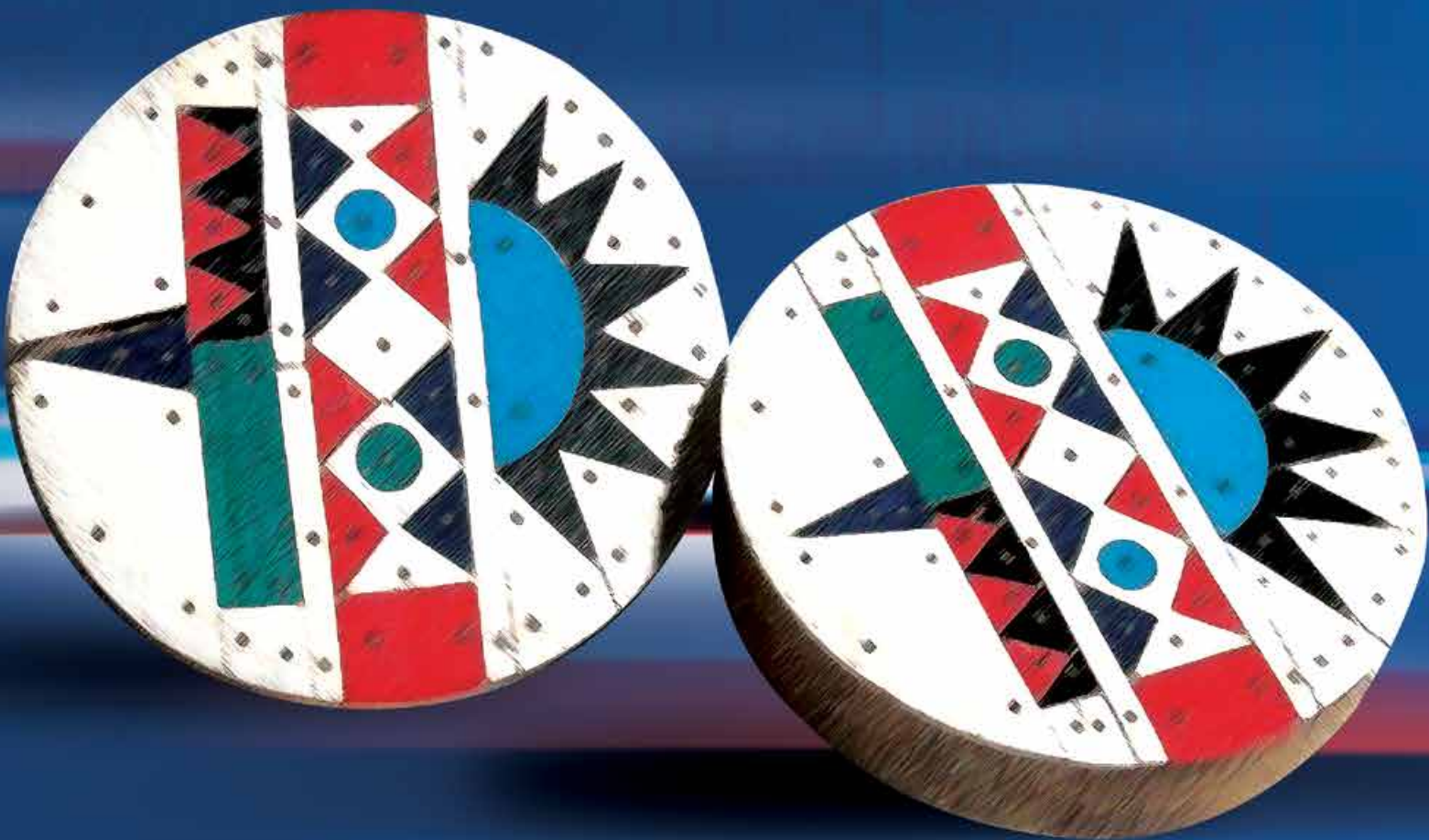




UNIVERSITY OF
ZULULAND



ANNUAL REPORT 2017

RESTRUCTURED FOR RELEVANCE





TABLE OF CONTENTS

Report of the Chairperson of Council	2
Performance Assessment Report	30
Council's Statement on Governance	55
Council's Statement on Sustainability	62
Senate Report to Council	66
Report of the Institutional Forum	100
Report from the Vice-Chancellor on Management and Administration	103
Report on Internal Administrative Operational Structures	130
Report on Risk Exposure Assessment and its Management	133
Annual Financial Review	136
Report of the Audit and Risk Committee	142
Council's Report on Transformation	146
Annual Financial Statements	150





REPORT OF THE CHAIRPERSON OF COUNCIL

INTRODUCTION

This report focuses on how the Council, through its Chairperson, discharged part of its statutory duty to account for the actions and achievements of Council in the governance of the University of Zululand (UNIZULU) during the year 2017. The report not only focuses on the decisions and actions taken by Council, but the effect that these decisions and actions will have on the University in the future. The report will indicate that decisions and actions taken by Council were in line with the University's mission and vision as well as strategic objectives. The report further considers the efficiency and effectiveness of internal financial controls (outside the financial statements) as well as the effectiveness of the University's risk management process and procedures. The report highlights the functioning of Council sub-committees and considers campus development and major capital works that have taken place. Emphasis is also placed on student services, industry opportunities and other significant changes that took place in 2017.

Council, as the custodian of good governance, acknowledges the new King IV Code with 17 principles, effective since April 2017, however seeks to implement a corporate governance system that is fully compliant with all acts, regulations and commissions applicable to higher education institutions.

Council's primary governance role and responsibilities in 2017 remained at steering and setting the strategic direction of the University, approving policies and planning, overseeing, monitoring and ensuring continuous compliance. These responsibilities are measurable through the Higher Education Act, Statute, Strategic Plan and Annual Performance Plan

and regulations for reporting for Higher Education Institutions.

STRATEGIC FOCUS

Council's primary governance role and responsibility lies in the strategic direction of the Institution. The University's five-year strategic focus is outlined in the Strategic Plan 2016-2021 and was approved by Council in 2015. Five of the six goals were identified as main strategic foci for the year under review and included in the 2017 Annual Performance Plan of the University, which was approved by Council. The identified goals are:

Goal 1:	Improve governance through enhanced operations to support the academic enterprise and ensure sustainability
Goal 2:	Create a quality teaching and learning environment as a comprehensive University
Goal 3:	Enhance research and innovation
Goal 4:	Enhance the quality and profile of UNIZULU graduates
Goal 6:	Accelerate infrastructure development

The Human Resources Committee of Council (HRCC), in terms of its delegated mandate (as contained in the Annual Performance Plan of the University), assessed the approved organisational performance agreement for the year under review on 15 November 2017. The assessment included the performance review of the Vice-Chancellor and all executives and Council was satisfied that the strategic focus for the year under review had been achieved.



LEADERSHIP, ETHICS AND CORPORATE CITIZENSHIP

Council leads ethically and effectively. Responsible leadership characterised by the values of accountability, integrity, competence, responsibility, fairness and transparency has been the defining ethos of Council. Other values of the Institution include innovation, teamwork, efficiency and mutual respect, which all contribute towards ensuring corporate citizenship. Decisions, actions and deliberations were conducted with sensitivity to the legitimate interests and expectations of all shareholders. Council fully understands the triple context in which the University operates – economy, society and environment. Council's responsibility towards ethical and effective leadership and corporate citizenship is based on ethical foundations as recognised in the Charter of Council and the different Codes of Conduct. These codes relate to staff, students and Council and monitoring mechanisms are in place to ensure full compliance. Codes are published on the University's website and forms the basis for induction. The Institution subscribes to protected disclosure and whistle-blowing mechanisms, which are in place to detect breaches of ethical standards. Disciplinary processes and procedures are well established and in place to swiftly deal with breaches.

Good corporate governance is realised by Council through the achievement of ethical culture, good performance, effective controls and legitimacy as defined objectives as described in King IV. Council has, for an extended period of time, taken its responsibility to all its stakeholders, including society, very seriously and will continue to do so. Council revised the Code of

Conduct that includes ethical principles and values of the Institution on 7 December 2017 and accountability in respect of the Code is monitored by the Code of Conduct Committee of Council. Council and some of its sub-committees underwent a rigorous performance assessment, conducted by the Institute of Directors of South-Africa (IoDSA) during the year under review, which review inveterated the existence of effective and sound ethical leadership and corporate citizenship. Council is compliant with the Constitution of South Africa, the law, leading standards, and adheres to its own codes and policies. Council continues to monitor employment equity targets, fair remuneration and skills development of employees and ensures compliance to health and safety standards. Council continues with its zero tolerance toward fraud and corruption, which is evident from numerous court battles.

The Strategic Plan 2016-2021, together with operational planning of the Institution, is aimed at ensuring that UNIZULU remains sustainable for future generations. The University exercises leadership within a governance system to ensure that its mission "To produce globally competitive graduates, relevant for the human capital needs of the country, by providing quality education, which upholds high standards of research and academic excellence" is carried out within a framework that promotes transformation, benefits society, protects the environment and ensures sustainability. The University has plans, as part of its renewal trajectory, to design and deliver new programmes, mainly at the undergraduate diploma level, in Engineering, Maritime Studies and Tourism at the Richards Bay campus. These new programmes are in line with the UNIZULU Strategic Plan 2016-2021, which aims to provide high-quality

academic and career-focused programmes that are relevant and responsive to the needs of students and society. The University seeks, through its planned new programmes, to address skills shortages in the important disciplines of Engineering and Maritime Studies as well as Tourism. Graduates of these programmes will contribute to the continued growth of the regional and local economy of the uMhlathuze Municipality and King Cetshwayo District Municipality, as well as the larger economy of South Africa and the southern African region, thereby making UNIZULU a leading comprehensive university that provides quality education aligned to its vision.

GOVERNANCE OF RISK

The Council and Management of UNIZULU are committed to the implementation and maintenance of a formal enterprise risk management strategy, including the integration of risk management throughout all levels of the University as fundamental to achieving the University's strategic and operational objectives. The commitment for sound risk management practices is aligned to some requirements of the King IV Code on Corporate Governance, globally regarded as best practice.

The University applies an enterprise-wide approach to risk management, which aims to ensure that each function, department, process and project is included in a structured and systematic process of risk management. UNIZULU considers health, safety and well-being management, business continuity and incident management, IT disaster recovery, as well as fraud management as crucial components of its Enterprise Risk Management Framework. All staff members are accountable for identifying and managing risk, in so far as is reasonably practicable within their area of responsibility. Sound risk management principles and practices must become part of the normal management strategy for all organisational units within the University.

Risk management is one of the most important factors guiding the implementation of strategic goals and general operations of the University. The University has reviewed the internal Risk Management Committee, consolidated identified strategic risks, compiled risk registers for the respected risk owners in line with the strategic risk framework, formulated a fraud risk management presentation that will be rolled out to relevant departments, and mapped out a process to institutionalise risk management. A compliance framework has been developed and various aspects of it

are being implemented. Compliance to risk is monitored through the Audit and Risk Committee of Council in terms of the approved Risk Management Strategy.

Council can confirm that it maintained a reporting system that enabled it to monitor changes in the Institution's risk profile and gained an assurance that risk management was effective. UNIZULU has and maintains an efficient and effective process of risk management to manage key risks and accordingly, Council is not aware of any key risk current, imminent or forecasted that may threaten the sustainability of the University.

TECHNOLOGY AND INFORMATION GOVERNANCE

Governance and oversight of information and technology (IT) remains the responsibility of the Audit and Risk and IT Governance Committee of Council. IT risks form part of the University's risk management activities and considerations. Recognising the need to entrench Governance Risk and Compliance (GRC) best practices, ICT embarked on the establishment of an ICT Steering Committee. Once completely established, the Committee will lend considerable weight to corporate governance by providing strategic leadership on the alignment of ICT plans with the University's strategic objectives and activities. Its role is to ensure that the University's planning for and investment in ICT, which is understood to encompass hardware, infrastructure, software, systems and information, supports the strategic goals of the Institution. Accepted standards are applied to protect the privacy of, and ensure control over, all data. As far as is practicable, systems are designed to promote ease of use for all users. The development, maintenance and operation of all systems are under the control of competently trained staff. In utilising electronic technology to conduct transactions with staff, students and third parties, the relevant controls and procedures are designed and implemented to minimise the risk of fraud or error. The new initiative of implementation of the i-enabler that is part of the Enterprise Resource Planning (ERP) system will ensure the increasing implementation of paperless transactions that will promote more efficient and secure systems and processes.

Ten new ICT related policies have been developed and approved by Council as well as an ICT Framework and Strategy. The Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP) was prepared and implemented in 2017. This forms part of the drive of the University towards ICT governance that is in line with internationally adopted standards.

Numerous IT systems utilised by the University have been developed and implemented according to defined and documented standards to achieve efficiency, effectiveness, reliability and security. The introduction of the online registration system and graduation and certification software is a new initiative aimed at more efficient and secure systems and processes. Caseware Public Entities Software integration uses the UNIZULU ERP system ITS Integrator to automate the production of a full set of IFRS financial statements. The integration was implemented and relevant personnel were adequately trained on it. The financial ERP system ITS Integrator also ensured functionality that simplifies compliance to the Value Added Tax Act.

Council exercises ongoing oversight of the management of both information and technology to ensure the leveraging of information to sustain and enhance the University's intellectual capital. An information architecture that supports confidentiality, integrity, the protection of privacy of personal information, the availability of information and a technology architecture that enables the achievement of strategic and operational objectives are in place. Council also ensures monitoring and appropriate responses to developments in technology, including the capturing of potential opportunities and the management of disruptive effects on the University and its business model. Council further carries out a formal review on the adequacy and effectiveness of the University's technology and information function, and that the University complies with disclosure requirements with respect to technology and information.

COMPLIANCE WITH LAWS, CODES, RULES AND STANDARDS

The University strives to be fully compliant with all laws, codes, rules and standards applicable to higher education and its operations in general. However, council has been made aware of non-compliance with the Higher Education Act and the reportable irregularity that resulted from that as pointed out by the external auditors and will ensure that it is addressed appropriately. The University registered for VAT during the 2017 financial year to be VAT compliant and the returns going back five years were submitted and the penalties and interest were paid. Other than that no material or immaterial but often repeated regulatory penalties, sanctions or fines for contraventions or non-compliance with statutory obligations were imposed on the Institution.

GOVERNANCE OF STAKEHOLDER RELATIONSHIPS

Stakeholder relationships provide a platform for the Council to take into account the concerns and views of students and other stakeholders in its decision-making. There is an interdependent relationship between Council and all its stakeholders and Council advocates a stakeholder-inclusive approach in which it takes cognisance of the needs, interests and expectations of material stakeholders in the execution of its duties. Balancing needs, interests and expectations of stakeholders remains a dynamic and ongoing process. Council appreciates that stakeholders' perceptions affect the University's reputation. Council has, therefore, assigned stakeholder relationships to executive management who report, through the Vice-Chancellor, on how the Institution proactively deals with its stakeholders. Regular media reports are presented to the Management Committee by the Communications and Marketing Department, who has the responsibility to ensure effective communication to the media in line with the policy and procedure on media communications. In this regard, management maintains a record of stakeholder engagement and reports on these engagements are recorded to ensure co-ordination in engagement. As a strategic objective for the year under review, the University had to establish an alumni engagement framework, a student grievance procedure and student charter to guide relations between the University and its students. Transparent and effective communication with stakeholders is essential for building and maintaining their trust and confidence and the University made significant strides towards achieving this.

Social demands facing public higher education institutions include fee-free education; equal access; promotion of previously disadvantaged individuals; quality and demands from industry, to mention but a few. Section 35 of the Higher Education Act 101 of 1997 (as amended) determines that the institutional statute should determine the establishment and other matters relating to the Student Representative Council (SRC) as a means to facilitate student input into the affairs of the Institution. The University statute provides for the matters on which the students may be represented by the SRC. The SRC formed part of and was recognised in all discussions related to student fees and students are duly represented on all statutory University committees.

The Institution's enrolments and throughput figures

highlight the Institution's active participation in the promotion of previously disadvantaged individuals. Council and management recognise the demands from industry and, as part of its renewal trajectory incorporated into its Strategic Plan, it has introduced Engineering and Maritime Studies. These career-focused programmes are relevant and responsive to the needs of students and society and will address identified skills shortages.

Council strives to achieve the appropriate balance between its various stakeholder groupings and makes decisions that are made in the best interest of the Institution. Council also ensures the equitable treatment of all its shareholders and ensures that disputes were resolved as effectively, efficiently and expeditiously as possible. Management adopts an informal dispute resolution process for internal and external disputes. This approach is evidenced in the University's Code of Conduct and standard contractual clauses that provide for alternative dispute resolution. Council is only involved in material disputes where reputation risk has been identified.

Council approved an Access to Information Manual established in terms of the Promotion of Access to Information Act, 2000 and no requests for information were denied in 2017.

REMUNERATION OF COUNCILLORS

The University has an approved policy on the payment of honoraria and reimbursement of members of Council and its committees. The policy was revised and approved

by Council on 7 December 2017. The policy defines the principles and parameters governing the payment of honoraria to Council members for participation in the business of the Council and the University and for the reimbursement of any expenses incurred. Honoraria only apply to external Council members. Claims are submitted to the Registrar's office for processing. Four honorarium categories exist as per the table below for each meeting attended.

Table 1: Honorarium Categories

HONORARIUM TYPES	AMOUNT
Standard Honorarium	R2 500
Council Chair Honorarium	R3 500
Chair of Sub-committee	R3 000
Attendance of Sub-committee	R2 500

SUSTAINABILITY AND VIABILITY

In addressing UNIZULU's going concern assumption, the three main factors that were considered were:

- Liquidity – UNIZULU's ability to meet its financial obligations in the short and long term;
- Solvency – UNIZULU's ability to maintain a net assets position; and
- Operating sustainability – UNIZULU's ability to continue operating at current levels.

Table 2 displays the assessment conducted to ascertain whether the University will continue to be going concern.



Table 2: Going Concern Assessment

EVENTS OR CONDITIONS	ASSESSMENTS
FINANCIAL	
Net asset or net current asset position (Liquidity – short term)	As at 31 December 2017, UNIZULU has accumulated funds of R1.73 billion and a net current asset position of R1.2 billion. Compared to the prior year, the net current asset position has improved significantly while the accumulated council controlled funds are R509 million
Fixed-term borrowings approaching maturity without realistic prospects of renewal or repayment; or excessive reliance on short-term borrowings to finance long-term assets (Liquidity – long term)	UNIZULU only has one amortising loan with the Development Bank of South Africa with a carrying value of R27 million and has sufficient funds to meet the repayments
Negative operating cash flows indicated by historical or prospective financial statements (Solvency)	Positive cash flows after operating and investing activities have been generated. The positive net operating cash flows before investing activities totalled R415 million (2016: R156 million). After investing activities, the net cash flow generated was R368 million (2016: R59 million)
Substantial operating losses or significant deterioration in the value of assets used to generate cash flows (Solvency)	UNIZULU is currently in a net asset position of R1.7 billion. The deficit of R21 million for the year ended 31 December 2017 was largely due to the additional contributions to the retirement funds of the University and has been addressed in the 2018 break-even budget. Student debt that was provided for impairment in previous years to the value of R72 million has been written off during the financial year
Adverse key financial ratios	Most key ratios reflect positively with personnel costs as a percentage of income (excluding investment income) below the 62% benchmark
Inability to pay creditors on due dates	UNIZULU has adequate funds to pay creditors timeously and cash and short-term investments exceeds current liabilities comfortably
OPERATING SUSTAINABILITY	
Loss of key management without replacement	The executive team had only one vacancy during 2017, which is a significant improvement compared to the recent past
OTHER	
Non-compliance statutory requirements	No significant issues of non-compliance exist, unless otherwise reported by external assurance providers, in which case any inadequacies are addressed timeously
Pending legal or regulatory proceedings against the Entity that may, if successful, result in claims that are unlikely to be satisfied	Existing claims against UNIZULU are considered immaterial and are adequately provided for and disclosed in the Annual Financial Statements
Changes in legislation or government policy expected to adversely affect the Entity	The #FeesMustFall campaign and subsequent announcement of funding for poor and working class students has changed the funding landscape of higher education in South Africa. UNIZULU should benefit from increased funding due to its historically disadvantaged status

Based on the above, there are no events or conditions beyond the period of assessment that may cast significant doubt on UNIZULU's ability to continue as a going concern.

FINANCE & CONTROLS

Systems of Internal Financial Controls

Council has established a range of formal policies and frameworks for the design and implementation of the system of internal financial controls and a review of such controls took place in 2017 to ensure that the University's financial controls are adequate and effective.

Additional investments in infrastructure

During the 2017 financial year, a new student residence was commissioned and significant progress was made to increase the Wi-Fi connectivity on the KwaDlangezwa Campus. All infrastructure projects were properly approved in accordance with the Higher Education Act 101 of 1997 (as amended).

Borrowings

No additional borrowings were incurred in the current year. Total borrowings as at December 2017 equalled R26 million compared to R29 million in 2016. There is a huge need for additional student accommodation, which might require that the University secure loan funding to supplement possible government and other funding. All

loan funding is properly approved in accordance with the provisions of the Higher Education Act 101 of 1997 (as amended).

Contracts Management and Tenders

During the 2017 financial year, the University appointed new external auditors in the form of a joint audit team consisting of Deloitte and Ngubane & Co. This is an exciting opportunity for the University to ensure increased independence and audit quality, as well as benefitting from a fresh perspective. A project manager was also appointed to ensure value for money from the Infrastructure and Efficiency Grant funding. All procurement contracts are managed through a contracts register. Tender adjudication is done through a bidding process that is handled by three bid committees.

A Bid Specification Committee should sign off on the specifications before it is advertised. A Bid Evaluation Committee evaluates the bids that come in and makes a recommendation and finally the Bid Adjudication Committee takes the decision on the awarding of the bid. The following were the members during the 2017 financial year:

BID SPECIFICATION COMMITTEE	BID EVALUATION COMMITTEE	BID ADJUDICATION COMMITTEE
Prof. N. Garrod	Mr R.T. Ngcobo	Ms N. Gevers
Mr N. Cele	Prof. G. de Wet	Prof. S.P. Songca
Mr T. Labakeng	Mr H. Fuyana	Prof. M.O. Ndwandwe
Mr S. Dlongolo	Ms P. Mjamba	Mr D. Janse van Rensburg
Mr V. Naidoo	Mr M. Dhlamini	Ms G. Nhleko
	Prof. M.C. Maphalala	Mr Z. Mzimela
	Prof. G.H. Kamwendo	

Financial Health/Viability

The University was able to maintain its Accumulated Council controlled funds at a reasonable level and implemented a balanced budget despite the challenges with #FeesMustFall and the low fee base as well as the rural location of the KwaDlangezwa Campus. The challenge in the future will be to grow the third income stream through industry involvement and ensure active community engagement. The University also needs to address the low fee base when compared to other universities as well as the provision of adequate student accommodation.

Report on Financial Control Inadequacies

Internal controls over financial transactions provide a reasonable assurance on the reliability of information over the period being reported on, unless otherwise reported by external assurance providers, in which case any inadequacies are addressed timeously. Council has been made aware of non-compliance with the Higher Education Act as well as internal control deficiencies as pointed out in the external audit report which included weaknesses in the IT and SCM control environment. The prior period errors that are disclosed in Note 28 of the Consolidated Annual Financial Statements should also be noted in this

regard. The Finance Department ensured that there were suitably qualified personnel dealing with the recording and approval of financial transactions throughout the year. A monthly meeting of financial managers also added value in terms of addressing any issues arising and monthly and quarterly reports were submitted. A financial risk register specifically addressing financial risks within the University's risk register was developed. Existing access to the ITS system for finance personnel is reviewed periodically and strict controls exist over new access granted.

The University registered for VAT during the 2017 financial year. The calculations of input and output tax as well as the apportionment calculation were completed for 2012 to 2016 and the returns going back five years were submitted and the penalties and interest were paid. The University is now VAT compliant.

RISK MANAGEMENT

Council has established the Audit and Risk Committee (ARCC), which is responsible to assess all areas of risk (financial and non-financial), monitor changes in the University's risk profile, and gain assurance that risk management is effective. The Committee establishes materiality levels and determines the University's risk appetite. All risks are considered as well as their likelihood and risk mitigation procedures established, where applicable. The Committee also ensures that the risk register is maintained. The Integrated Risk Management Framework, approved by Council on 26 November 2016, forms the basis for risk management at UNIZULU.

The Council of UNIZULU has approved the implementation of an integrated risk management strategy as a key component of its Corporate Governance Framework. UNIZULU's proposition is that risk management provides the entity processes and tools that the University needs to become more anticipatory and effective at evaluating, embracing and managing the uncertainties that it faces as it creates sustainable value for stakeholders. The Council and Management of the University are committed to the implementation and maintenance of the risk management strategy, including the integration of risk management throughout all levels of the University as fundamental to achieving the University's strategic and operational objectives. The commitment for sound risk management practices is aligned to the requirements of the King IV Code on Corporate Governance, globally regarded as best practice to which the Council has committed to adhere to as a responsible corporate institution.

The Audit and Risk Committee of Council reviewed the plans and work outputs of the internal and external auditors and concluded that these were adequate to address all significant financial risks facing the business. The Audit and Risk Committee also monitored all risks referred to it by the Risk Management Committee and the Chairperson of the Audit and Risk Committee, the Vice-Chancellor and other members of Executive management report regularly to Council on risk management activities and results.

Several new policies were developed during the year under review, however, they still require Council approval and include a Whistleblowing Policy, a Fraud Prevention Policy, a Fraud Prevention Plan, and a Compliance Framework. A Whistle-blower system is in place and is continuously being promoted through awareness campaigns. Council is of the opinion that effective risk management systems are in place and that independent and objective reviews of the risk management processes within the Institution are being conducted. Council maintained a reporting system that enabled it to monitor changes in UNIZULU's risk profile and gain an assurance that risk management was effective. UNIZULU has and maintains an efficient and effective process of risk management to manage key risks and accordingly, Council is not aware of any key risk current, imminent or forecasted that may threaten the sustainability of UNIZULU.

INFRASTRUCTURE AND DEVELOPMENT

The University owns and maintains 330 buildings, totalling approximately 180 000m² of floor space, which is located on 156 hectares of land. The Department also undertakes a variety of capital improvement projects that include all aspects from conceptual planning, contract documentation, specifications, design details, project management, and quality control through to final commissioning, operation and decommissioning. The University has acquired 15 000m² of land within walking distance of the Richard's Bay campus, which will be used to build student residences.

Due to procurement issues dating back to 2015, the substantial government grant of R438 million to attend to infrastructural backlog remained unspent. The funding covers a number of projects, including an improved secure campus wall, additional student residences and additional academic teaching and research facilities. In preparation for these developments, the Infrastructure Delivery Unit has been created within



the Physical Planning and Works Department. This is headed by an Executive Director. A project manager was also appointed to fast track the infrastructure project through the appointment of a turnkey provider for all the DHET funded projects. The newly appointed Executive Director: Infrastructure will ensure that project plans are completed and milestones monitored. A Project Implementation Charter will be developed to steer the implementation of the turnkey project and set out the governance framework. The delay in the implementation of the projects as a result of the protracted litigation process resulted in the increase in the development of the projects. A project cost revision will be undertaken in 2018.

While the DHET funded projects were on hold, Council continued with the construction of an additional student residence providing 288 beds on the KwaDlangezwa campus at a cost of R44m. Construction work was completed by the end of 2016 and the building was equipped internally with furniture in March 2017 and opened to students.

Council requested Ministerial approval in 2016 for the purchase of a R70 million pre-built block of two-bedroomed apartments as student residence in Richards Bay. After further evaluation, Council resolved not to pursue the purchase. A further pre-built property was also sourced and a provisional offer was submitted to the owners (Transnet) in an amount of R25 million. The offer was accepted and transfer of the property will commence

in 2018. The pre-built property, which is currently being used by the University, provides for an additional 190 beds.

The Department of Higher Education and Training funded the University with a further R171 million grant. Of the R171 million, R120 million is for new student accommodation. The R25 million for the purchase of the Transnet Lodge will be paid from this allocation. The remaining R95 million will be used for the construction of new student residences at the KwaDlangezwa campus. There is also R35 million for the refurbishment of existing student accommodation. Only R6.1 million was spent towards the refurbishment of student residences. The important distinction between maintenance and development has been a challenge for the University. In 2016, a maintenance plan was developed within the constraints of the available budget. In addition, DHET infrastructure funding of R35m was targeted at student residence refurbishment. To date, R6 617 219 has been spent towards the refurbishment of existing plant room at East residences as well as the installation of a LV sub-station. The underspent budget was largely due to delays in the implementation of the lift upgrade projects.

Funding in the form of the Historically Disadvantaged Institutions Grant (HDI) was received from the Department of Higher Education and Training, totalling R69 million. Operational plans were developed on the spend, which will only occur in 2018. A part of the grant will be used for software and hardware development in IT, systems renewal and maintenance.

The following other major repairs and developments were effected during the year under review:

PROJECTS	PROGRESS
Upgrade of the Boardroom at Arts Department	Completed in December 2017
Replacement of heat pumps at East student residences	Ongoing
Replacement of existing 11Kv cable	Ongoing
Refurbishment and installation of new street and area lighting at KwaDlangezwa campus	Ongoing
Installation of new chiller plant for Admin building	Ongoing
Installation of new carports at Richards Bay Campus	Completed in December 2017
Renovations of staff residences	Ongoing
Refurbishment of bathroom facilities at student residences O and H West	20% completed
Painting of student residences at O and H East residences	Completed in December 2017
Installations of burglar bars at A, B, C, D, I and J East student residences	Completed in December 2017
Installations of new study desks at A, B, C, D and E Middle East Student residences	60% completed

Council understands that the Facilities Management Department plays a leadership role in developing and implementing a financially responsible capital improvement programme and a facilities management service for the University. A proactive approach is taken to building successful partnerships with other local and national government departments, communities, private and non-profit groups to acquire resources and maximise results on behalf of the University.

SUMMARY OF MEMBERS' ATTENDANCE OF COUNCIL, COUNCIL COMMITTEE MEETINGS AND SIGNIFICANT MATTERS ON AGENDAS

The year 2017 was the fourth full year of the Council in office. During the period under review, Council executed its fiduciary responsibilities efficiently and effectively, as provided for in the Higher Education Act. External Council members with relevant skills and experience chair all Council sub-committees. The composition of Council and its sub-committees, together with a summary of attendance by members at meetings, are presented in Tables 3-9. Members by invitation and internal and external auditors were not included in the tables.

Table 3: Composition of Council as at 31 December 2017

MEMBERS	REPRESENTATIVE CAPACITY	PROVISION IN UNIZULU STATUTE
EXTERNAL MEMBERS		
Mr C.V. Gamede	Chairperson and Ministerial Appointee	Section 18 (1)(g)
Ms P. Maphoshe	Ministerial Appointee	
Ms N. Caluza	Ministerial Appointee	
Mr S.B. Xulu	Ministerial Appointee	
Vacant	Ministerial Appointee	
Mr N. Nkwanyana	Convocation Representative	Section 18 (1)(h)
Vacant	Convocation Representative	
Mr D. Kunji-Behari	Donor Representative	Section 18 (1)(j)
Vacant	Donor Representative	
Vacant	uMhlathuze Municipality Representative	Section 18 (1)(i)
Vacant	uMhlathuze Municipality Representative	
Mr E. Dube	Mkhwanazi Traditional Authority Representative	Section 18 (1)(k)
Dr T.T. Khanyile	Council Appointee: Expertise and Experience	Section 18 (1)(m)
Mr T.C. Ngcobo	Council Appointee: Expertise and Experience	
Dr S.Z. Mbokazi	Council Appointee: Expertise and Experience	
INTERNAL MEMBERS		
Prof. X. Mtose	Vice-Chancellor	Section 18 (1)(a)
Prof. S. Songca	Deputy Vice-Chancellor: Teaching and Learning	Section 18 (1)(b)
Prof. G. de Wet	Deputy Vice-Chancellor: Research and Innovation	
Prof. G.H. Kamwendo	Senate Representative	Section 18 (1)(c)
Dr. Y. Rugbeer	Senate Representative	
Mr C. Maphosa	Admin and Support Staff Representative	Section 18 (1)(e)
Ms L. Ramaccio Calvino	Academic Staff Representative	Section 18 (1)(d)
Dr N.R. Ngcobo	Institutional Forum Representative	Section 18 (1)(l)
Mr M. Mnqayi	SRC Representative	Section 18 (1)(f)
Mr E. Duze	SRC Representative	

Table 4: Attendance of Council and Council Committee Meetings as at 31 December 2017

COUNCIL	MEETING ATTENDANCE/SCHEDULE					ATTENDANCE PERCENTAGE
COMPOSITION	MAR	APRIL	JUN	OCT	DEC	%
Mr C.V. Gamede (Chairperson and Ministerial Appointee)	P	P	AWA	P	P	80%
Ms P. Maphoshe (Ministerial Appointee)	AWA	P	AWA	AWA	AWA	20%
Ms N. Caluza (Ministerial Appointee)	P	AWA	A	P	P	60%
Mr S.B. Xulu (Ministerial Appointee)	P	P	P	AWA	AWA	60%
Prof. J.F. Smith (Ministerial Appointee)	P	P	P	#	#	100%
Mr N. Nkanyana (Convocation Representative)	AWA	P	P	AWA	P	60%
Prof. B.C. Dumisa (Convocation Representative)	P	AWA	A	#	#	33%
Mr D. Kunji-Behari (Donor Representative)	AWA	AWA	P	P	AWA	40%
Vacant (uMhlathuze Municipality Representative)	-	-	-	-	-	-
Vacant (uMhlathuze Municipality Representative)	-	-	-	-	-	-
Mr E. Dube (Mkhwanazi Traditional Authority Representative)	P	P	P	P	P	100%
Dr T.T. Khanyile (Council Appointee: Expertise and Experience)	P	AWA	A	AWA	P	40%
Mr T.C. Ngcobo (Council Appointee: Expertise and Experience)	P	P	P	P	P	100%
Dr S.Z. Mbokazi (Council Appointee: Expertise and Experience)	P	P	P	P	P	100%
Prof. X. Mtose (Vice-Chancellor)	P	P	P	P	P	100%
Prof. S. Songca (Deputy Vice-Chancellor: Teaching and Learning)	AWA	P	P	P	P	80%
Prof. G. de Wet (Deputy Vice-Chancellor: Research and Innovation)	P	P	P	AWA	P	80%
Prof. D.R. Nzima (Senate Representative)	P	AWA	AWA	#	#	33%
Prof. G.H. Kamwendo (Senate Representative)	*	*	*	P	P	100%
Prof. M.A.N. Duma (Senate Representative)	P	#	#	#	#	100%
Dr Y. Rugbeer (Senate Representative)	*	*	*	*	P	100%
Mr S.J. Mvubu (Admin and Support Staff Representative)	A	P	P	P	#	75%
Mr C. Maphosa (Admin and Support Staff Representative)	*	*	*	*	P	100%
Ms L. Ramaccio Calvino (Academic Staff Representative)	*	*	*	*	P	100%
Dr N.R. Ngcobo (Institutional Forum Representative)	*	P	P	P	P	100%
Mr M. Chiya (SRC Administrator)	P	P	P	#	#	100%
Mr M. Mnyayi (SRC Representative)	*	*	*	A	A	0%
Mr L. Duze (SRC Representative)	*	*	*	P	A	50%

Table 5: Attendance of Executive Committee of Council (COUNEX) Meetings as at 31 December 2017

COUNEX	MEETING ATTENDANCE/SCHEDULE				ATTENDANCE PERCENTAGE
COMPOSITION	FEB	JUN	OCT	DEC	%
Mr C.V. Gamede (Chairperson)	P	AWA	P	P	75%
Ms P. Maphoshe	P	AWA	AWA	AWA	25%
Prof. X. Mtose	P	P	P	P	100%
Mr S.B. Xulu	P	P	AWA	AWA	50%
Mr D. Kunji-Behari	P	P	P	AWA	75%
Mr T. C. Ngcobo	P	A	P	P	75%

Table 6: Attendance of the Audit and Risk Committee of Council (ARCC) Meetings as at 31 December 2017

ARCC	MEETING ATTENDANCE/SCHEDULE				ATTENDANCE PERCENTAGE
COMPOSITION	MAY	JUN	AUG	NOV	%
Mr S.B. Xulu (Chairperson)	P	P	P	P	100%
Dr T.T. Khanyile (Council Appointee: External Council Member)	AWA	AWA	P	AWA	25%
Mr B.L. Mkhize (Council Appointee: Experience and Expertise)	AWA	AWA	AWA	AWA	0%
Mr C. Saunders (Council Appointee: Experience and Expertise)	P	P	AWA	P	75%
Mr S. Faku (Council Appointee: Experience and Expertise)	*	*	P	P	100%

Table 7: Attendance of the Finance Committee of Council (FCC) Meetings as at 31 December 2017

FCC	MEETING ATTENDANCE/SCHEDULE					ATTENDANCE PERCENTAGE
COMPOSITION	MAR	JUN	JUN	SEP	NOV	%
Mr D. Kunji-Behari (Chairperson)	P	P	P	P	AWA	80%
Prof. X. Mtose	P	P	P	AWA	P	80%
Mr S.J. Mvubu	P	P	P	P	P	100%
Prof. B.C. Dumisa	AWA	P	AWA	#	#	33%
Mr M. Zakwe (Council Appointee: Experience and Expertise)	AWA	AWA	AWA	AWA	#	0%
Mr N.L. Nkwanyana (Council Appointee: External Council Member with Appropriate Experience)	*	*	*	AWA	AWA	0%
Mr S. Mkhize (Council Appointee: Experience and Expertise)	*	*	*	*	AWA	0%
Mr K. Vilakazi (Council Appointee: Experience and Expertise)	*	*	*	*	P	100%

Table 8: Attendance of the Human Resources Committee of Council (HRCC) Meetings as at 31 December 2017

HRCC	MEETING ATTENDANCE/SCHEDULE				ATTENDANCE PERCENTAGE
COMPOSITION	FEB	MAY	JUN	NOV	%
Ms P. Maphoshe (Chairperson)	P	P	P	P	100%
Prof. X. Mtose	P	P	P	P	100%
Mr E. Dube	P	P	P	P	100%
Mr D. Kunji-Behari	P	AWA	AWA	AWA	25%
Prof. B.C. Dumisa	AWA	P	AWA	#	33%
Mr M. Jarvis (Council Appointee: Experience and Expertise)	*	*	*	AWA	0%
Dr N.R. Ngcobo	*	*	*	P	100%
Prof S. Songca	*	*	*	P	100%

Table 9: Attendance of the Planning and Infrastructure Committee of Council (PICC) Meetings as at 31 December 2017

PICC	MEETING ATTENDANCE/SCHEDULE			ATTENDANCE PERCENTAGE
COMPOSITION	FEB	JUL	AUG	%
Mr T.C. Ngcobo (Chairperson)	P	P	P	100%
Prof. X. Mtose	P	P	P	100%
Mr S.B. Xulu	P	P	P	100%
Mr E. Dube	P	P	P	100%
Mr G. Sibiya (Council Appointee: Experience and Expertise)	P	P	P	100%
Mr H. Clarkson (Council Appointee: Experience and Expertise)	P	AWA	AWA	33%

KEY WORDS

AWA = Absent with Apology
A = Absent without Apology
* = Not a Council member during the period
= No longer a Council member
\$ = SRC term expired

COUNEX = Executive Committee of Council
ARCC = Audit and Risk Committee of Council
FCC = Finance Committee of Council
HRCC = Human Resources Committee of Council
PICC = Planning and Infrastructure Committee of Council

The following changes to Council and Council committee membership occurred during the year under review:

- Prof. J.F. Smith resigned as Council member on 22 September 2017 and the Minister of Higher Education in Training has made no replacement.
- Cllr M.G. Mhlongo was terminated as a Council member in terms of clause 19(7) of the UNIZULU Statute at the Council meeting on 8 April 2017. Representative nomination was still awaited from uMhlathuze Municipality despite several requests at 31 December 2017.
- Ms L. Ramaccio Calvino was appointed as Academic Staff Representative on Council on 8 October 2017.
- Mr P. Maphosa was appointed as Support Staff Representative on Council on 1 November 2017, replacing Mr S. Mvubu.
- Mr L. Duze and Mr M. Mnqayi was elected as SRC Representatives on Council on 13 November 2017 by the SRC and replaced the SRC Administrator, Mr S. Chiya.
- Mr E.J.B. Dube was re-appointed by the Traditional Authority as External Council Member (Mkhwanazi Traditional Authority Representative) for a second term, commencing on 8 October 2017.
- Prof. G. Kamwendo was appointed as Internal Council Member (Senate Representative) on 31 August 2017, replacing Prof. M.A.N. Duma.
- Dr Y. Rugbeer was appointed as Internal Council Member (Senate Representative) on 28 August 2017, replacing Prof. R. Nzima.
- Dr N.R. Ngcobo was appointed as Internal Council Member (Institutional Forum Representative) to serve for a second term on Council with effect from 1 March 2017.
- Mr C.V. Gamede, Ms P. Maphoshe and Mr S.B. Xulu's membership as Ministerial Appointees on Council was extended by Council to 8 April 2018 in terms of section 19(3) of the UNIZULU Statute. Letters were written to the Department of Higher Education and Training requesting the appointment of new or re-appointment of Ministerial appointees, which was still awaited as at 31 December 2017.
- The term of office of the Donor representative, Mr D. Kunji-Bahari, was extended for a period of six months to 8 April 2018. Despite several advertisements, the second seat on Council remains vacant. The process continues to appoint new donor representatives on Council.
- The term of office of Mr T.C. Ngcobo, Dr T.T. Khanyile and Dr S.Z. Mbokazi as External Council members

with Expertise and Experience was extended for a period of six months to 8 April 2018. Nominations were received on an advertisement placed in several newspapers and will be submitted to the Executive Committee of Council for pronouncement on appointment.

- Mr S.S. Faku was appointed as (Independent External Expert) of the Audit and Risk Committee of Council (ARCC) on 23 June 2017 and Ms N. Caluza (External Council Member and Ministerial appointee) was appointed as full member of ARCC;
- Messrs. S. Mkhize and K.B.L. Vilakazi were appointed to serve on the Finance Committee of Council (FCC) as independent external expert.
- Mr M. Jarvis was appointed as (Independent External Expert) of the Human Resources Committee of Council (HRCC) on 23 June 2017.
- Mr N.L. Nkwanyana (External Council Member and President of the Convocation) was appointed as a full member of the Finance Committee of Council (FCC).
- Prof. S. Songca and Dr N.R. Ngcobo (Internal Council Members) were appointed as full members of the Human Resources Committee of Council (HRCC).
- Prof. G. de Wet (Internal Council Member) was appointed as a full member of the Planning and Infrastructure Committee of Council (PICC).
- Prof. B. Dumisa resigned as Convocation Representative on 8 October 2017. The process for replacement commenced.

MATTERS OF SIGNIFICANCE CONSIDERED BY COUNCIL

During the year under review, Council attended to and addressed a number of matters of significance for the University, the most important of which were the following:

Policies, Plans, Constitutions, Reports and Manuals

Council approved the following in this category:

- Policy and Procedure on Language
- Policy and Procedures on Petty Cash
- Integrated Transformation Plan (2017 – 2021)
- Institutional Enrolment Plan (2018 – 2020)
- The 2016 Annual Report
- 2017 Mid-year Report
- 2017 and 2018 Annual Performance Plans (APP)

- Policy and Procedures on Asset Management
- Research Strategy
- Policy and Procedures on Inauguration
- Policy and Procedures on Research Niche Area
- Policy and Procedures on Instrumentation
- Policy and procedures on Electronic Mail and Communication
- Policy and Procedures on ICT Acceptable Use
- Policy and Procedures on ICT Asset Disposal
- Policy and Procedures on ICT Security
- Policy and Procedures on Electronic Data Back-Up
- Policy and Procedures on ICT Project Management
- Policy and Procedures on ICT Governance Framework
- Policy and Procedures on ICT Policy Framework
- Policy and Procedures on Electronic Mail Disclaimer
- Policy and Procedures on Website Terms and Conditions
- Policy and Procedures on Firearms and Other Weapons on Campus
- Revised UNIZULU Statute
- Revised Policy and Procedures on Honoraria and Reimbursement of the Council
- Revised Charter of Council
- Revised Charter of the Finance Committee of Council
- Revised Charter of the Audit and Risk Committee of Council
- Revised Charter of the Human Resources Committee of Council
- Revised Charter of the Planning and Infrastructure Committee of Council
- Revised Charter of the Executive Committee of Council
- Revised University Rules

Students

Council approved the following within this category:

- Tuitions fees, residence fees, meal increase, levies and allowances to increase by 8% in 2017;
- No initial payment for funded registering students; and
- For cash paying students, an initial payment of R3 000 and signing of a Payment Plan for the difference was required.

Council resolved that the SRC elections be managed with care due to its sensitivity and since it had become a reputational risk at UNIZULU over the years. A well-articulated plan had to be developed and implemented to ensure free and fair elections.

Academic

Council approved the following within this category, which were submitted to DHET for approval and CHE for accreditation:

- Bachelor of Science Honours (Statistics)
- Diploma in Tourism
- Masters in Recreation and Tourism
- Bachelor of Arts (Social Work)
- Bachelor of Arts (Psychology)
- Bachelor of Arts Honours (Psychology)
- Bachelor of Arts Honours (History)
- Bachelor of Arts (Music)
- Diploma Engineering (Computer systems)
- Diploma Engineering (Electronic Communication)
- Diploma Engineering (Mechatronics)
- Diploma Engineering (Process Instrumentation)
- Higher Certificate in Marketing
- Higher Certificate in Marine Engineering

Council approved to change BSc (Consumer Science) (Hospitality and Tourism) to BConSc (Hospitality and Tourism). The University also partook in the National LLB Reviews and Council approved an improvement plan for submission to CHE.

Council further approved the revised academic structures of the Faculty of Science and Agriculture, Education, Arts and Commerce, Administration and Law. These structures were revised as parts of strategic objective to implement online registration in 2020 and to auto promote students and automate the graduation process. All co-and prerequisites, substitutes and progression rules were included in the structure as well as module credits for registration 2018, as reported on in the 2018 registration plan.

Notable further developments were put in place in teaching and learning to shape the quality of University offerings in 2017. There was a notable growth in academic progress, as measured by the pass rates. The pass rate averages between all four faculties ranges from 70%-79% as per Table 16. Of utmost significance, however, is the final academic throughput. In this instance, a total of (3 330 undergraduate and 866 postgraduate) graduated during the 2018 graduation ceremonies. Major advances in curriculum transformation, entrenchment of Scholarship of Teaching and Learning and the hosting of the Vice-Chancellor's Excellence Awards in Teaching and Learning contributed to an improved academic outlook. Transformation in teaching and learning was characterised by the review of the teaching and learning

strategy and charter, humanities and social sciences and language policy. Integration of technology into teaching and learning featured Moodle, the e-learning platform, intelligent transportation systems (ITS) iEnabler, ITS mobile and digital audio-visual infrastructure. Examples of initiative in the involvement of stakeholders and community engagement in teaching and learning include international and local partnerships and collaborations such as the partnership with Department of Arts and Culture, Sport and Recreation in the KwaZulu-Natal province for the establishment of the Arts and Culture Academy and the Department of Agriculture and Rural Development in support of the Centre for Sustainable Integrated Rural Development.

An increase in the number of NRF block bursaries for Honours, i.e. increase from 91 in 2015 to 130 grants in 2016; and 152 in 2017, and an increase from 13 (in 2015) to 18 NRF Scholarships for Masters students in 2016, and 121 in 2017 (which includes grant holder linked bursaries) reflect an element of progress. The Research Committee also registered 38 new projects and funded 27 additional applicants to attend national conferences in 2016, with a slight decrease of 27 overseas conferences in 2017 (this was due to applicants not qualifying and others who received funding through the NRF Knowledge Interchange and Collaboration Programme. Further, a substantial number of equipment grants were received by UNIZULU researchers from the NRF in 2016 (no applications for equipment grants was submitted in 2017), with a total of the NRF research awards, scholarships and bursaries in excess of R33 506 557.37 recorded in the books for the 2016 calendar year, and a total of NRF awards of R40 309 686.00 in the 2017 academic year, which reflect an element of progress.

Another positive outcome for UNIZULU in the 2017 academic year was the five-year extension of the NRF SA Chair in Nanotechnology, as well as the Chair's NRF Rating that went up to a C1. A number of IP and technology transfer (TT) events, together with workshops, patents registrations, training and collaborative partnership, were established. The Research and Innovation Unit was evidently more active in this year, with several international collaborative agreements signed, international workshops held within UNIZULU, and offshore. For example, the University hosted 12 international universities in January (Umlathuze Casino), March and in October 2017 – as part of its EU Mundus international collaboration on the enhancement of PG environment in its KwaDlangezwa main campus.

UNIZULU also became a leading partner in a South

Africa – Sweden collaboration on education, technology and innovation. The UNIZULU DVC (Research and Innovation) is Chair of this initiative. A number of awards by the UNIZULU research community attest to the growth of research activity among the University academia as evidenced from the Senate report. On the policy front, the University – under the leadership of the research and innovation unit – facilitated the approval of the University Research Strategy, the Inaugural Address Policy, the Research Niche Area Policy, and the Instrumentation Policy – in November 2017, with the PG charter, the Emerging Researcher Policy and the Sabbatical Leave Policy, all in the final process towards approval in 2018.

Council approved to revoke the postgraduate degree that was erroneously conferred to student Mr Ntokozo Gcaba.

Human Resources

Staffing

Council approved the following executive appointments:

- Executive Director: Institutional Support: Mr P.J. du Plessis;
- Executive Director: Infrastructure: Ms T. Ramanyimi;
- Executive Director: Finance, Mr S. Mzimela on an interim basis; and
- The extension of the contract of the Executive Director: Human Resources to 2020.

Council approved the following critical academic appointments in 2017:

- Dean: Faculty of Science and Agriculture – Prof. N.W. Kunene; and
- Dean: Faculty of Education – Prof. M.C. Maphalala.

Council further approved the academic promotion of one professor to senior professor, two associate professors to professors, two senior lecturers to associate professors and three lecturers to senior lecturers.

In a high staff turnover higher education employment sector, the overall institutional vacancy rate reduced from 32.9% to 26.7%. The academic vacancy rate is still high at 19.2%.

Staff Performance Management

Council approved the Performance Management Policy and Framework in 2015 and the implementation of performance management in a phased approach, commencing with the executive management (Peromnes Grades 1-3). Council approved the Organisational Level Performance Agreement for the year under review

and conducted individual executive assessments in November 2016 and 2017.

Staff Accommodation

Council resolved that the University should implement the updated Staff Housing Policy (2017) in order to deal with the irregularities that were identified through an audit on the University's staff accommodation.

Insourcing of Services

Council approved the creation of new positions in the Physical Planning and Operations Division in order to streamline and improve efficiency in operations. The decision to insource basic services in this division resulted in staff who were employed by co-operatives being appointed on a full-time basis by the University. Another significant resolution was to close down the Catering Service. However, no staff were retrenched as all of them were redeployed to the Physical Planning and Operations Division. Some volunteered to take early retirement with no penalties.

Finance

Council approved the following within this category:

- Annual Financial Statements for the year ended 31 December 2016;
- 2017 Revised Budget. The revised budget was presented to Council. The presentation highlighted the following salient aspects but not limited to:
 - o R24 million deficit (R18 million plus R6 million) reflected in the Primary Activities Budget. The deficit resulted from an increase of actuarial valuation (R18.5 million) in the employer contribution on pension and provident fund since the University opted for a payment holiday in the previous financial year;
 - o R52 million payroll expenditure for insourcing of staff members previously retrenched by the University and some members of co-operatives;
 - o R23 million (DHET approved tuition subsidy) against R31 million in the initial budget;
 - o R47 million payable to the University due to the discontinuation of the Disability Benefit Fund. Employees who become disabled from this time going forward will be paid from the Income Disability cover by Momentum;
 - o The 2017 overall initial budget resulted in an operating surplus;
 - o The personnel expense as a percentage of total income reflected 46% when compared to 62% (DHET's regulation); and
 - o The University's management proposal to transfer R18.5 million from the University's reserves to cover the operational expenditure, i.e. deficit.
- 2018 Budget. The budget included the approval to transfer R82,1million from reserves to operations to cover the additional contribution needed in terms of the defined benefit retirement funds of the University;
- 2018 secondary and part-time appointments amounting to R5.1 million in the budget for all four faculties; and
- The Finance Structure.

Strategic

Council approved terms of reference to source a legal opinion on the management of the relationship between UNIZULU Management, the Department of Higher Education and Training and the Portfolio Committee on Higher Education. Council resolved that a firm of legal professionals be appointed to conduct an enquiry on the issues raised in the media. Council members as well as members of the Executive Management attended a third meeting with the Portfolio Committee on Higher Education and Training on 13 September 2017 in Cape Town. Council and Management responded formally to several questions raised and the collective responses provided by Council and Management demonstrated that all decisions taken by Council had been responsible and within the accountability frameworks of higher education and society in general. Council continued to govern with zero tolerance for non-compliance and corruption.

Council approved the Annual Performance Plan (APP) for the year 2017 and 2018, the 2016 Annual Report as well as 2017 Mid-year Report, which were all duly submitted to DHET, ensuring compliance in terms of the Regulations for Reporting by Public Higher Education Institutions, as published in Government Notice No. R464 in Government Gazette No. 37726 of 9 June 2014. The performance assessment of the Vice-Chancellor and her executive team was conducted by the Human Resources Committee of Council and submitted to Council for noting. Council was satisfied with the performance of the Vice-Chancellor and her executive team and that the University achieved most of its strategic objectives for the year.

Council resolved to approve a proposal to review its performance and that of the Audit and Risk Committee in 2017. The performance review outcome, conducted by the Institute of Directors of South Africa (IoDSA) confirmed that *"the Council is united, works as a team, works*

very hard, is passionate about the University, transparent, strong, independent, has zeal, effective, functional, has diverse skills appropriate to functioning of a university council, is proactive, engaged and demonstrates leadership. It has made good progress and shown strong conviction in addressing the recommendations of the administrator. The Council is empowered and takes decisions timeously and there is good knowledge among members. It also refrains from getting operationally involved but has been more involved in infrastructure matters in order to be more cautious since the previous court action but does hold management strictly accountable. There is generally good attendance by members. The leadership of the Chairperson and Vice-Chancellor is outstanding. It was noted that UNIZULU is fortunate to have people of integrity in their respective positions." The IoDSA has facilitated over 200 board appraisals in the last eight years, which database enables them to benchmark UNIZULU'S performance against that of other NPO entities. UNIZULU's average overall rating is 3.3, which is 9.3% above that of the benchmark of 3.1 for NPO entities, confirming Council's commitment to good governance.

The revised UNIZULU Statute was presented to Council after further amendments were required by DHET. It is envisaged that the revised statute will be re-submitted to DHET in 2018 for final ministerial approval.

Council commenced with the appointment of Chancellor. One nomination was received and will be submitted to Council in 2018 for consideration in terms of the provisions of the UNIZULU Statute.

Council considered a letter from the Institutional Forum advising Council on the normalisation of relations between labour and University Management and resolved that, since there was an issue of union recognition in terms of the Labour Relations Act, it was premature for Council to engage on the matter. Council will allow due processes to be finalised regarding recognition of any union representation at the university. Council will be engaged on the normalisation of relations between labour and University Management once there is a recognised union.

The University views the customer relationship management (CRM) process involving its alumni as a strategic business process that involves multiple members of the University community operating in a well-defined relationship stewardship/management role. The initial stages of student relationships and move into alumni and possibly donor status must be cultivated, nurtured and systematically tracked and monitored. UNIZULU acknowledges the growing importance of its

alumni and community engagement programmes in the overall achievement of the University's strategic goals. A draft framework for alumni engagement was developed in 2017 with implementation to follow after Council approval. Dedicated funding was sourced from the DHET in the form of the Historically Disadvantaged Institutions (HDI) Fund and will ensure the effective implementation of the framework for alumni engagement. Council also approved the UNIZULU Convocation Executive Statement for release and publication.

Honorary Awards

Council approved the proposed nomination for endowment of His Royal Majesty King Zwelithini Goodwill KaBhekuzulu for the Honorary Doctorate in Philanthropy. The honorary award will be conferred on His Royal Majesty King Zwelithini Goodwill KaBhekuzulu in 2018.

MATTERS OF SIGNIFICANCE CONSIDERED BY COUNCIL SUB-COMMITTEES

The Audit and Risk Committee of Council (ARCC): This committee assists the Council in fulfilling its overview responsibilities. It reviews the annual financial reporting process, the system of internal control and management of financial risks, the audit process, and UNIZULU's process for monitoring compliance with laws and regulations. The Committee, chaired by Cllr S.B. Xulu in 2017, held four meetings during the year. Among others, the Committee attended to the following: Approved and Forensic Audit on Alleged Irregularities at the Students' Residences; approved inquest on the alleged fraudulent activities in Sports Council; approved an inquest to determine issues of concern on the operations and governance of the UNIZULU Foundation; approved internal audit reports; recommended the Tender Specification for the appointment of External Auditors to the Internal Bid Specification Committee; recommended the Policy and Procedures on IT Governance Framework, ICT Steering Committee and 11 other ITC Policies to Council for approval; recommended the Policy and Procedures on Firearms to Council; recommended the annual audited financial statements for the year ending 31 December 2016 to Council; recommended the 2016 Annual Report to Council; recommended that University management should consider the report on the external auditor's management letter and develop proper plans

to action the recommendations; approved the Internal Audit Plan for the year ending on 31 December 2017; approved the internal audit fees for the year ending 31 December 2017; investigated damages to University Property; recommended the Policy and Procedures on Asset Management to Council; and recommended the 2017 and 2018 Annual Performance Plans with approved risk registers and the 2017 Mid-year Report to Council.

The Finance Committee of Council (FCC): This Committee ensures the financial health of the University and assesses and recommends the approval of financial policies and protocols; the consolidated operating budget, including operational, staff and capital budgets, cash flow predictions, the asset/liability profile and multi-year budgetary predictions; the annual consolidated report to the DHET and other ring-fenced funds and loans; the performance of the University against approved budgets and targets and takes/advises on appropriate corrective actions; the annual increase in student fees; and deals with the University's investments. The Committee, chaired by Mr J. Kunji-Behari in 2017, held five meetings during the year under review. Specific issues dealt with by the Committee included: The justification of expenditure on Ezemvelo KZN Wildlife and that the University should recoup claims paid to staff and non-staff members if work was not done; recommended the 2017 and 2018 Annual Performance Plan to Council; progress on the turnaround Strategy of the Finance Division; approved expenditure incurred outside the Policy and Procedures on SCM; approved the procurement of services against the expired contracts (Process Litho, Nashua and Bidvest Magnum Security); approved the continued use of co-operatives until the completion of the insourcing process and the use of Isinkwe Security Services Co-operative on a month-to-month basis until the matter relating to security at the University was finalised; approved the Treasury Report as compliant to the Investment Policy; recommended the Policy and procedure on Petty Cash to Council; approved the acquisition of leased fleet vehicles as a once-off expenditure of approximately R6.2 million; recommended the 2017 revised budget to Council; approved the student debt management report; approved SMC deviations; recommended the Annual Financial Statements for the year ending 31 December 2016 to Council; recommended the 2016 Annual Report to Council; approved monthly management accounts; approved the grant and project funding report; approved to write off student bad debt; recommended the 2018 Budget to Council with the provision to approve the top up amount of R82,1 million to cover the expected budget deficit. The amount requested

was to be transferred from reserves, and recommended to Council the mid-term financial statements and the 2017 mid-term performance report.

The Planning and Infrastructure Committee of Council (PICC): This Committee develops and updates campus master plans for facilities and infrastructure, with implementation strategies, priorities and financing models for approval by the Council; advises the Council on the development, acquisition and integration of facilities and infrastructure; and develops and updates a comprehensive and sustainable institutional maintenance and replacement plan and strategy. The Committee, chaired by Mr T.C. Ngcobo in 2017, held three meetings. Specific issues dealt with by the Committee were the monitoring of the Infrastructure Development Project; progress on the appointment of a University Engineer; progress on the building of new student residences through DBSA funding; report to DHET on infrastructure related activities; progress reports on the turnkey Infrastructure Project, Grant Expenditure, UNIZULU Maintenance and Replacement Plan and Strategy, Campus Master Plan and Development and the Acquisition and Integration of Facilities and Infrastructure; resolved to establish a Project Steering Committee with external and internal members and three key internal members of the Project Steering Committee that should include the project accountant, technical person and procurement person who will be dedicated to deal with all procurement processes for the project; and resolved that the specifications and contractual obligations of the project Steering Committee members would be developed internally.

The Human Resources Committee of Council (HRCC): This Committee recommends to Council appropriate strategic directions and priorities in human resources governance, such as performance management, conditions of service, and employee relations. It also develops and recommends policy and strategy to Council with regard to the remuneration of staff and related matters. The Committee, which has delegated powers to approve new positions on the permanent staff establishment, was chaired by Cllr P.N. Maphoshe in 2017 and held four meetings during the year. Among others, the Committee attended to the following: the status of the relationship between the National Education, Health and Allied Workers' Union (NEHAWU) and UNIZULU; recommended an audit of the University's staff accommodation; approved 2017 secondary and part-time appointments, subject to budget approval; denied leave encashment of a former

employee that was not aligned to policy; approved the extension of contract of Executive Director: Human Resources; approved the appointment of a media expert in the Vice-Chancellor's Office; approved three new lecturer posts in the Department of Accounting and Auditing; approved three new assistant examination officer posts; approved an external expert contract and fixed term contract for ITS specialists in the Registrar's office; recommended the Policy and Procedure on the employment of foreign nationals to Council; approved the appointment of a SARCHI chair in Nanotechnology; approved salary increases of 7% for levels 1 to 3, 8% for levels 4 to 8, and 8.5% for levels 9 to 17 and 1% pay progression for levels 4 to 17 since the Performance Management system had not been implemented for the said category of staff; approved the restoration of the mid-year recess to four weeks as a pilot exercise for 2018; approved the transfer of two posts from the Vice-Chancellor's staff establishment to the Campus Health Clinic; approved the request that the Catering Service be outsourced and staff affected be redeployed to Physical Planning and Operations Department; approved the 2017 Academic Promotions; approved the re-distribution of work between Executive Director: Infrastructure and Executive Director: Institutional Support positions; and approved the Structure of the Finance division.

Executive Committee of Council (COUNEX): This Committee deals with urgent matters referred to it by Council and its committees. It assumes the authority of Council when Council is not in session and may perform the functions of Council. The Committee, chaired by the Chairperson of Council, Cllr C.V. Gamede in 2017, held four meetings during the year. Among others, the Committee attended to the following: filling of vacancies in Council and the appointment of members on sub-committees; discussing the concept of insourcing versus outsourcing; establishing a Faculty of Engineering with a request for the 2018-2020 infrastructure development funding from DHET; recommending the 2016 Annual Report and Financial Statements to Council; recommending the 2017 revised budget to Council; recommending new and revised academic programmes to Council; recommending ten ICT policies; four Research policies, the Asset Management Policy, the revised Code of Conduct and Honoraria Policy to Council; recommending the performance review report to Council; recommending the purchase of Transnet accommodation in Richards Bay

to Council; recommending the 2018 enrolment targets to Council; recommending the revised statute to Council; recommending the terms of reference of the legal opinion to Council; and recommending the 2018 budget, Mid-year Performance Report and 2017 and 2018 Annual Performance Plans to Council.

UNIVERSITY EVENTS AND MEDIA

The Communications and Marketing Division (CMD) managed the annual University calendar events and supported interdepartmental and faculty events. CMD provided assistance for ad hoc events, including conferences, seminars, memorial services and high-profile events. In 2017, CMD school liaison officers visited over 300 schools through district exhibitions, career fairs and symposiums where UNIZULU qualifications and standards were showcased as the institution of choice.

Career Exhibition is a Department of Education (DoE) initiative aimed at eradicating the gaps created by the lack of career guidance through career development initiatives, which tertiary institutions supported. This Career Exhibition provided a platform to tertiary institutions, education-focused financial institutions, SETAs and provincial professionals to engage learners on career guidance and career development. The nature of the exhibition allows for multiple contacts with learners, one-on-one encounters or group contacts. The majority of learners use the exhibition as the sole platform with which they engage with UNIZULU, as individual visits to all potential feeder schools is just not possible, given the diverse and rural catchment area of the University.

A successful Open Day was held on the KwaDlangezwa campus in the King Bhekuzulu Hall on 25 April 2017 and 35 schools comprising 3 200 learners collectively attended. This is an on-campus recruitment event that involves setting up faculty displays and allowing high school learners and their educators to attend and interact with academics, tutors, administrators and companies regarding the University's academic offerings. Several campus educational tours took place during the year, including career fairs by strategic companies. School visits were arranged to schools in the uThungulu and Umlazi districts.

The following strategic events took place during the year under review:



Table 10: Strategic Events

EVENT NAME	DATE	PURPOSE
University Official Opening Event	13 February 2017	To outline the University's plans for 2017 as well as give an update on the successes and challenges of the preceding year
Vice-Chancellor's Excellence Awards	17 March 2017	To celebrate and showcase staff excellence at the University
Graduation Ceremonies	8 -12 May 2017	Graduation for the University graduates
UNIZULU Long Service Awards 2017	5 December 2017	To celebrate and reward staff loyalty and longevity

Other events that were hosted by UNIZULU in 2017 were:

- Anti-gender-based Violence campaigns:
 - o Black Thursdays Campaign (20 July 2017): Held in collaboration with the KwaZulu-Natal Arts and Culture Department, the Black Thursdays Campaign was held in a bid to help combat violence against women and children.
 - o Dialogue on Gender-based Violence (24 February 2017): Held in partnership with the Department of Higher Education, this event was held to create dialogue on matters affecting students with regards to gender-based violence. The Vice-Chancellor, Professor Xoliswa Mtose, led the talks.
 - o Annual Women's Day Event (26 August 2017): Themed 'Be Bold for Change', this event celebrated women and sought to address and inform them about gender-based violence.
 - o Cultural Thursday launch – 18 May 2017 – A Department of Arts, Culture, Sports and Recreation in collaboration with UNIZULU to promote cultural activities centred around race, gender and identity.
- Principals' Seminar: 28 July – to empower school leaders about continued development at UNIZULU;
- Engen Refinery Career Day: 29 July – a community outreach for Maths and Science learners;
- Science Expo: 3 August – competition for interschools that promotes innovation through science;
- Life Orientation Educators Workshop: 10 and 11 August – workshop aimed at empowering life orientation teachers with learners' subject choices and career paths;
- Richards Bay Coal Terminal Career day: 23-24 August 2017 – industry open day for learners where UNIZULU present to various learners who are invited by RBCT
- Grade 9 King Cetshwayo District Seminar: 30 August and 1 September 2017 – the purpose of the seminar was to give in-depth career information to Grade 9 learners and educators and to equip educators with strategies to assist learners to make informed career and FET subject packages;

- Alumni Lecture on Entrepreneurship and Unemployment: 8 September 2017 – to showcase other employment options besides civil work;
- Secretaries Day: 26 September 2017 – to acknowledge and commend front line office staff for the support they render;
- Employee Wellness Day: 5 October 2017 – Promotion of healthy lifestyle and choices;
- Research Awards Gala Dinner – 9 November 2017; and
- University of Stellenbosch Leadership Graduation Ceremony: 8 December 2017 – empowering employees in management positions with development of managerial skills and problem solving.

The University experienced challenges due to negative media reporting, which mainly centered on false allegations of fraud and mismanagement. To protect the University and its stakeholders against the negative reporting, the threats were handled head-on through focused and targeted strategies that sought maximum impact and reach. One such strategy was a full-page advert in the Sunday Times in response to an article falsely alleging fraud and corruption against the University. The advert not only afforded the University its full say on the matter without the risk of distortion, but the University's response also reached the right audience with the Sunday Times being a reputable and well-selling weekly newspaper in South Africa. This statement was also posted on the University's website to further maximise the reach of the University's side of the story as well as to ensure that internal stakeholders read the University's full response on the matter. Positive news stories that demonstrate achievements by the University were also used to combat the negative reporting. These included monthly articles in The Mercury's Tertiary Times, monthly staff publications (Ongoye Online), street pole advertising and the launch of the university's YouTube channel. The University also launched its renewed

and modernised website in August 2017, which was nominated for the MACE Awards.

STUDENT SERVICES

The office of the Dean of Students works collaboratively with various divisions and departments within the University to promote student well-being and success. Our students participate in social and community development programmes such as the Enactus project, which assists cooperative business initiatives to succeed. The project has won several international accolades and students have established business ventures together with communities around Zululand.

Student Residences

As a rural-based institution, the University strives to provide as much accommodation as possible. In 2017, there were 5 248-bed spaces in both University as well as outsourced residences. There were 4 135-bed spaces on campus and 1 113-bed space in off-campus residences.

Student Governance

The University recognises the critical role played by student governance and development in ensuring that democratic processes are discharged. The University also recognises the critical role that students play in the drive to deepen democracy and broaden transformation among the different communities in South Africa.

A Student Leaders Workshop was conducted in February 2017 with Ms Gugu Mashiteng (former SRC President) and Chief Financial Officer (CFO) at Mpumalanga Department of Education as the guest speaker. Within the same month of February 2017, student structures presented their plans of action (POAs) for the year. The renewal of affiliation with the SRC happens before the presentation of POAs, which is guided by Chapter 4 of the SRC Constitution.

Student Governance and Development supports these various societies in ensuring that these are in good standing. Workshops for capacity building are conducted for the societies to enable them to deliver according to their specific plans of action. Each society is given an allocation from the societies' levy to implement its plans of action. Leadership forums on matters of interest are usually conducted to get a broad buy-in from the societies and to ensure shared attributions on institutional matters pertaining to transformation.

The SRC Strategic Plan 2017/2018 was developed during the SRC Induction and Strategic Planning

Workshop hosted on 7-10 November 2017. The SRC developed its own vision (complimenting the University vision). The SRC aspires towards "creating a reputable institution with a united student body striving for academic excellence". The SRC seeks to "restore the integrity, dignity and image of the University by developing leadership skills that will uplift standards of research, innovation and academic excellence. A draft student charter has also been developed to guide the relationship between the University and students as well as a draft SRC Handbook that describes the operations of the SRC as well as a grievance procedure. It is important to note that since the 2014 academic year, all SRC elections have encountered relentless litigations. At this juncture, there is a court case that has not yet been resolved. The case emanates from a disputed SRC election result in 2017. Nevertheless, there is an operational SRC that was inaugurated in 2017. The SRC nominated representatives on all statutory University structures and actively participates in Council, Senate, Institutional Forum, other Senate and Management sub-committees as well as Manco/SRC meetings.

Student Development

Like many other college and university mission statements, the mission of the University contains commitments towards the development of citizen leaders or preparation of students for professional and community responsibilities in a global context. The thrust of the leadership development at the Institution focuses on students in elected positions such as the Student Representative Council (SRC), leaders of the various student organisations as well as the general students to acquire leadership competencies as a graduate attribute.

The Guidance and Counselling division supports and enhances the wellness and healthy holistic growth and development of students by involving internal and external stakeholders in many of the activities and programmes that are planned for the students. The division provides guidance, counselling and therapy to students experiencing adjustment, personal, career, developmental and psychological problems. Student leaders workshops were conducted throughout the year and a successful orientation of first-year students took place in which important internal and external stakeholders like SANCA, the Department of Social Development and the National Prosecuting Authority participated. A first-year handbook was developed that helps students with their time management, journaling and information on services that are rendered by the

various sections or departments that they will need for their stay on campus. Peer helpers from both campuses are recruited from all four faculties and are trained to identify students who are at risk, and they organise workshops and information sharing sessions for students. Workshops on study skills, stress reduction and job hunting were conducted in 2017. Communication is also made with potential employers of students to ensure recruitment of final-year students.

Sports and Recreation

The Institution recognises the need for investment in sports and recreation and to promote sport and recreation among students. Further, it promotes the developmental role of sports, which may enhance academic performance. The UNIZULU Sports Committee was refreshed and some energetic new members were added to the committee.

The activities, achievements and challenges experienced in 2017 included the organised participation of students in the following leagues: Campus Soccer League (CSL)-10 students' teams at KwaDlangezwa and eight at Richards Bay participate in the Campus Soccer League; KZN Netball league; Zululand Rugby league; Zululand Hockey league – ladies and men; Zululand Squash league – ladies and men; SAFA King Cetshwayo SAB league and USSA KZN Basketball league and Championships.

The sport clubs always strive to achieve top positions and 2017 was no exception. UNIZULU witnessed sterling performances in the following areas: Boxing – Gold Medallists and overall USSA Boxing National Champions; Bodybuilding – Gold Medallists and overall USSA Bodybuilding National Champions. The University has achieved these results consistently for the past three years in these areas. Netball – Overall Gold Medallists and USSA Netball National Champions of Section B and were thus promoted to the top Section, A. Other areas of achievement included Volleyball, Football, Squash and Supa-Pool. The University hosted the U18 Schools' African Bank Football Challenge and participated in the Intervarsity Champions where the University came out as the overall champions. The University further participated as part of an USSA officials' delegation in the 2018 World Students Games in Taiwan-Taipei.

Student Health Clinic

The Campus Health Clinic disseminates information on self-care in order to promote a healthy lifestyle. The Healthcare Centre provides primary healthcare services

following the Department of Health guidelines. These include rehabilitative services, HIV/Aids services and reproductive health services, among others. The aim always is to provide holistic care so as to give equal attention to the 'whole' person. The clinic received great support from both provincial as well as national Departments of Health in 2017.

Disability Unit

The University strives to comply with DHET policies and the Bill of Rights, which forms the basis of the Constitution of South Africa. Over the years, disabled students have been struggling on their own without a particular office that is dedicated to their special needs. A Disability Coordinator was appointed in 2016 and the Unit plays a crucial role in ensuring that students with disabilities are accommodated and are able to fully enjoy the student experience at the University. A comprehensive Symposium on Students with Disabilities was held in 2017. With input from various Institutional Support departments and the Society for Students with Disabilities, a project proposal for the establishment of a mini computer lab creating special need learning spaces at residences as well as a specialised student computer laboratory for students with special needs, were accepted. Lab space has been identified and an accessible computer lab layout agreed to. It is planned that the new laboratory will seat 15 students, be equipped with a mix of standard and specialised devices and assistive technologies, which meet to the special needs requirements.

WORKING WITH INDUSTRY AND SIGNIFICANT CHANGES THAT HAVE TAKEN PLACE

Scoping of the Richards Bay area provides a picture of broad industry needs that are technical in nature and this is evident from the type of industries located in the area and the local economy forms an integral part of the international and national economies. The presence of a huge number of exporting and importing industries means that the welfare of the region is connected to international and national market movements. Several meetings were held between the University and industry stakeholders during the year under review, of which the Richards Bay Campus Indaba Meeting contributed the most significantly in shaping UNIZULU's future. The programme and qualification mix of the University is evolving in response to a number of factors: its national

classification as a comprehensive University that requires the development of new University of Technology type of programmes (such as Maritime Studies and Engineering) in response to technical and vocational industry needs as well as general requirements of professions and other workplace demands in areas where the University is training and graduating students. A new policy on community engagement in teaching and learning was developed to facilitate the processes of engaging industries for the purpose of influencing teaching and learning in diverse areas, including curriculum, teaching methods, workplace learning models, entrepreneurship and graduate attributes. In addition, a framework for graduate attributes was developed so that the graduate characteristics required by the various industries are incorporated in the quality enhancement and assurance activities of teaching and learning. UNIZULU continues to integrate into a wider academic, industrial, governmental, scientific and societal collaborative linkages across the local, regional, national, continental and global networks. The new EU Mundus academic collaborations with over 12 academic institutions globally since 2015, a recently approved EU STINT collaborative project in 2017, as well as an EDTIA of R1 million seed funding grants for researchers in the faculty of Science, illustrate this point. An invitation by the eThekweni Municipality in June, and the continued participation of the Research Office in the KZN Office of the Premier advisory initiative, as well as visits by the Pan African University delegation (accompanied by DST and DHET) and an upcoming initiative to establish a Bio-Fuels Centre of Excellence at UNIZULU further highlights significant changes in working with industry.

TRANSFORMATION

The University defines transformation as contextual responsiveness to local and regional development needs of local and regional communities by producing the required intellectual capital (graduates, research, technology transfer and societal intellectual engagement) that advances public good and brings about social redress. Based on our definition, the University:

- Seeks to advance the values of the Constitution of the Republic of South Africa, more specifically, human dignity, the achievement of equality, the advancement of human rights and freedoms and the promotion of a non-discriminatory university environment;
- Seeks to reposition itself as a reputable and efficient contributor to the knowledge economy in South Africa and the globe;
- Asserts itself as an African university committed to the decolonisation of curriculum and pedagogy;
- Seeks to produce high quality graduates with a social justice orientation in areas of societal need and critical scarce skills;
- Produces high quality postgraduates who will assume leadership roles in their professions and civil society;
- Produces research that contributes to the creation of solutions for societal application and the advancement of various forms of disciplinary knowledge;
- Seeks to engage in community partnerships that recognise and advance local indigenous knowledge systems;
- Pursue research that advances various disciplinary knowledge areas working with equity designated groups and building research skills and capacities among these communities; and
- Retains its goal to offer various comprehensive university type programmes in Science, Engineering and Technology, Humanities and Social Science programmes

Transformation is an integral part of the University's mandate and core business. It is for this reason that UNIZULU cannot hold a separate programme of transformation outside the extant programmes for teaching and learning; research and innovation; community engagement and societal development.

The University acknowledges and embraces the requirement placed upon all public higher education institutions to significantly contribute to the redress of social, gender and racial disparities imposed by the apartheid regime upon South Africans. Linked to this requirement is the expectation to espouse and observe human rights and social justice values enshrined in the Constitution of the Republic of South Africa, which took effect on 4 February 1997. As a consequence, the University has put various programmes in place to respond to this legal requirement. The University has always advanced social redress through producing graduates within communities designated for social redress and equity many years before the enactment of the 1997 Constitution of the Republic of South Africa. Over a number of decades, the University has produced large numbers of black and female graduates who have gone on to occupy key leadership positions in civil society, government institutions and departments, private sector and the corporate world, and various other professions.

The University has also produced research and embarked on social engagement that has promoted equity, redress, democratisation, development, quality and public accountability. Post 1994, the University has been very aware of the expected responsiveness to local, national and global contexts that it needs to demonstrate by discharging its intellectual capital (production of graduates, research output and technology transfer) functions embedded in its mandate as an institution of higher learning.

The University has had a stand-alone transformation plan since 2013. Council approved a new stand-alone Integrated Transformation Plan in 2017. The UNIZULU's transformation plan is steered by various institutional frameworks, including the University Strategic Plan 2016-2021; University of Zululand Teaching and Learning Plan 2017-2021; the University of Zululand Research and Innovation Strategic Framework; the Community Engagement Strategic Plan 2016-2021, and the Enrolment Plan 2016-2021; the University Equity Plan 2017-2021; the Master Infrastructure Development Plan; the CHE Audit Report of 2010; Improvement Plan on the CHE Audit; Administrator's Report; (Implementation Plan on the Assessor's Recommendations); Institutional Annual Performance Plans; and various other frameworks developed by the University to advance its core business. The University has developed strategic frameworks that constantly position the University in response to such local and global demands and imperatives. The University's Strategic Plan 2016-2021 has five strategic priorities. These priorities and other entrenched areas of interest speak directly to the transformation agenda articulated in this document.

During this period, the University intends to drive its operations to advance its strategic imperatives. The UNIZULU Integrated Transformation Plan is aligned to the Human Rights Commission report that was recently released to universities through the Department of Higher Education and Training. The Integrated Transformation Plan will be monitored by various means and at all levels of management as its strategic objectives are embedded into the University Strategic Plan. This will be constantly reviewed on a strategic level through a monitoring and evaluation mechanism and through the Council approved performance management system. Compliance with the new and enhanced King IV Code, which contains principles, practices and outcomes, will remain essential in 2017. Policy development, implementation and monitoring are key to ensure accountability and compliance.

CONCLUSION

Council's primary governance role and responsibility lies in the strategic direction of the Institution. It is evident that Council has led ethically and effectively during the year under review and achieved a notion of corporate citizenship through its values that ensures that the University reflects societal norms and accepted governance guidelines in the triple context in which the University operates – economy, society and environment. Council is satisfied that risk management, assessments, responses and interventions are effective. The governance of information and technology has improved significantly and the University is fully compliant with all laws, codes, rules and standards applicable to higher education institutions. Council has taken the stakeholder relationships of the University seriously – from workers to the convocation, students and the university community, donors, industry, the department of Higher Education and Training, Government, all accreditation bodies and the Council of Higher Education by ensuring an increased level of engagement between stakeholders, explaining decisions and by engaging with shareholders regarding certain matters affecting the University. The University Council and all its committees are fully functional and transparent and will continue to govern with a zero tolerance stance towards any form of fraud and corruption. It is clear that the University operates as a 'going concern' and financial controls are adequate and effective. Infrastructure development remains a vital strategic objective in the forthcoming years to ensure that the University creates an environment conducive to teaching and learning. Student services have improved significantly and student governance plays a critical role in the Institution. Transformation is an integral part of the University's mandate and core business and the University acknowledges and embraces the requirement placed upon all public higher education institutions to significantly contribute to the redress of social, gender and racial disparities of the past.



Ms N. Caluza
Chairperson of Council





PERFORMANCE ASSESSMENT REPORT

The Strategic Plan 2016-2021 of the University contains six critical goals that are assessed by the Executive Committee (EXCO) each January, and progress made towards achieving these goals is examined throughout the course of the year.

INTRODUCTION

A final assessment by the Human Resources Committee of Council (HRCC) occurs at the end of each year in terms of the delegated authority by Council. The said focus articulates the University's mission and vision through strategic goals and objectives that underpin the academic, research, teaching and learning, community engagement and administrative matters and activities of the Institution.

All universities in South Africa operate within the national transformation agenda determined by the State, its own internal strategic response to this, as well as institutional priorities and the requirement to remain responsive and relevant in an ever-changing context. It is also the case that agendas are affected by student politics, which in South Africa remain unpredictable, often taking place against the backdrop of a challenging relationship between the University management and students.

The University Council is stable, has members who are committed to their roles and is working well with management. The positive impact of this is reflected in the clear direction and strategic focus of the University. Across the country, the global economic downturn continues to take its toll on our economy which, in turn, affects the University's financial status. The University relies on government and donor funding, both of which

are impacted by economic factors outside of the control of the University and its governance structures, but the results of which are keenly felt within its walls. The National Students' Financial Aid Scheme (NSFAS) remains under pressure, despite the 'free education' model as approved by Government, as more and more needy students demand funding. High levels of unemployment mean that old student debt increases and the University's bad debt ratio deteriorates.

Financial constraints have a huge academic impact as students choose qualifications they can obtain funding for, rather than those for which they have an aptitude or an expressed interest. Not only does this impact on roll-overs to postgraduate study but also, coupled with general poverty, has a marked impact on dropout and retention rates, students' performance and success rates.

A variety of social factors continue to impinge upon the University's communities. Poverty and unemployment, local and regional HIV/Aids rates, other social illnesses, difficulties with adjusting to university life/environment, crime and drug abuse, to name a few, all continue to pose challenges to the holistic management of the teaching and learning experience. The University also needs to address academic under-preparedness while focusing on raising standards and producing excellent graduates.



The provision of technology and the improvement of infrastructure is a key consideration in UNIZULU's context. On the one hand, many students still do not have access to the technology that has become a part of standard academic activity, and are consequently ill-prepared for its uses in learning contexts. On the other hand, the University cannot ignore the possibilities offered to its staff and students by developments and advances in information and technology. In the context of limited IT infrastructure and Wi-Fi connectivity, the University needs to make use of teaching and learning technologies in ways that ensure that students and staff are able to stay abreast of technological advances in their fields.

Finally, the regulatory and legal framework against which the University operates requires responsiveness and compliance from the University. The Protection of Personal Information Act creates new reporting and communication requirements for students and third parties, and will impact on the current student management system. The DHET Reporting Regulations, the Auditor-General's reporting guidelines and King III and IV imperatives remain core, and financial and general governance need to align to these requirements. In addition, the management and monitoring of research, research ethics and the protection of the University's intellectual and physical property remain key.

STRATEGIC GOALS AND OBJECTIVES

UNIZULU's Strategic Goals (2016-2021) are set out in Table 11:

Table 11: Strategic Goals

Goal 1:	Improve governance with enhanced operations to support the academic enterprise and ensure sustainability
Goal 2:	Create a quality teaching and learning environment as a comprehensive university
Goal 3:	Enhance research and innovation
Goal 4:	Enhance the quality and profile of UNIZULU graduates
Goal 5:	National and international reputation management of UNIZULU
Goal 6:	Accelerate infrastructure development

STRATEGIC GOAL 1:

Improve governance with enhanced operations to support the academic enterprise and ensure sustainability

The University intends to continue its development of a rural comprehensive university system to cater

for excellence in administration, governance and core business through efficient and sustainable systems. The culture of good governance that prevails in the University will be enhanced to ensure effective administration and institutional governance. This will be constantly reviewed through monitoring and evaluation mechanisms and through Council approved performance management

systems. Council was externally appraised by the Institute of Directors of South Africa (IoDSA), who highlighted exceptional governance standards, ethical leadership and corporate citizenship of Council. Council appraised the Vice-Chancellor and the Executive Management team's performance, which highlighted full compliance and a drive towards the operational strategic goals and objectives that are contained in the Annual Performance Plan of 2017. Compliance to the Higher Education Act, Institutional Statute, Policies as well as the Reporting Regulations formed the basis for governance assessments. Policy development, implementation and monitoring are key to ensuring accountability and compliance. The University focused primarily on policy development, review and implementation in all academic, support and governance areas in 2017. Numerous policies were developed and reviewed in critical areas. The CHE Audit report further denotes the existence of sound governance principles at the university, which will continue to be strengthened in 2018.

The creation of a broad spectrum of programmes with the characteristics of a comprehensive university remained a strategic focus and resulted in the development of curricula for Engineering and Maritime Studies. Research was conducted on the possibility of including entrepreneurship and innovation courses at undergraduate level. Several new and revised programmes were reviewed, developed and submitted for approval and accreditation. Research niche areas were also identified to contribute towards the comprehensive nature of the University. To this end, several new teaching and learning and research policies were developed. Community engagement (CE) in the context of the rurality of UNIZULU received significant attention and a new Community Engagement Policy Framework has been developed. Partnerships continue to be forged with both internal and external stakeholders as part of the mandate of the community engagement office. A community entry module has been introduced to postgraduate students and a rurality philosophical paper developed to inform the conceptualisation of CE at UNIZULU.

Improved transactional efficiency, improved recruitment and retention, the introduction of a performance management culture and model, increased focus on staff well-being and their development through focused and directed staff development, all contributed to enhance operations. The University's vacancy was reduced from 32.9% to 26.4%, falling within the higher education sector limits. Academic vacancies remain high at 19.2% with 9.78% in the Faculty of Science and

Agriculture, 21.05% in the Faculty of Education, 25.37% in the Faculty of Commerce, Administration and Law; 30.22% in the Faculty of Arts and 0% at the Richards Bay Campus. Two professors, one senior professor and two associate professors were appointed through the academic promotions policy. Six new professors and one associate professor were recruited. A total number of 288 new appointments were made in 2017. Individual Performance Contracts incorporate Individual Development Plans that capture the annual development needs of each employee. A consolidated Workplace Skills Plan was compiled. The investment in the identified learning and development interventions totalled R7 953 032.00. Twenty-nine staff from both academic and professional support services, attended the acclaimed University of Stellenbosch Leadership Development Programme. All successfully completed the programme and received their certificates.

Student relations received significant attention. A student charter was developed to guide relations between management and students. A grievance procedure was developed to monitor complaints. The 2017/2018 Student Representative Council (SRC) election was successful and a new SRC was inaugurated. Several new policies were revised during the year under review, including: the SRC Constitution, Student Charter, Sports Council, Disciplinary Code: Students and Student Leadership Guide. Several workshops were conducted on student governance and students are duly represented at all institutional structures. The University improved its first-year student experience with the development of a new orientation programme with monitoring mechanism. Extra curricula activities, student guidance and counselling all improved significantly. Security policies were developed and several new security cameras and systems installed to ensure safety on campus and examination integrity.

Sound financial management remained key to enhancing internal financial controls. The Council approved finance structure will ensure stability within the department and the revision of the SCM Policy and continuous monitoring of risk will strengthen internal controls.

STRATEGIC GOAL 2:

Create a quality teaching and learning environment as a comprehensive university

In line with the Teaching and Learning: Strategy and Principles, UNIZULU recognises that teaching and learning form the basis for the achievement of all aspects



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of the academic vision for a comprehensive university. UNIZULU has developed a set of core principles for its academic staff, graduates, programmes and sites of delivery in terms of excellent teaching and learning. Core to all that UNIZULU does is its focus on the achievement of academic excellence in the context of a comprehensive university. Teaching and learning strategies and activities that work are required to interconnect effectively with research and community engagement, and address low retention, success and throughput rates. Parity of provision across sites of delivery needs to be assured while permitting each to reflect on its location and leverage local opportunities.

UNIZULU remains committed to the development of its existing teaching and learning expertise and quality, while introducing improvements and enhancements as part of its continued development. Specifically, it will focus attention on the first-year student experience and general student support. It will continue to develop its staff pedagogically; promote the scholarship of teaching and learning; and continue to integrate and investigate the effective use of IT in teaching and learning. Consideration of the establishment of a Faculty of Law and the attainment of SAICA accreditation will be particular areas of focus.

The teaching and learning environment will continue to implement best practice approaches to quality enhancement and quality assurance as a way of enhancing the quality and profile of our graduates. These will include programmes for student support; staff development, particularly the enhancement of academics as teachers, and the development of a new generation of academics; enhancement of teaching and learning, particularly technology and ICT enhanced teaching and learning; scholarship of teaching and learning; curriculum transformation, including clearing of unaccredited programmes, partnerships and collaborations; and community engagement, teaching and learning innovations. The University continues to revitalise undergraduate programmes by closely monitoring and evaluating the implementation of the Teaching and Learning Strategy. The University has, through the Quality Assurance Unit, successfully aligned all the University offerings to the Higher Education Qualifications Sub-Framework (HEQSF) with approved learner guides in place. These programmes include career-focused certificate and diploma offerings taught at the Richards Bay campus. The revision of the academic structure enabled full academic compliance and created the foundation on which the online registration plan was built.

STRATEGIC GOAL 3:

Enhance research and innovation

UNIZULU plans to position itself within this reality of being a rural comprehensive teaching university to increase its research output, increase postgraduate enrolments, enhance community engagement and improve the experience of postgraduate students. An improved Research Plan (2016-2018) was developed with the aim of promoting the research culture and enhancing experiences of academic staff and postgraduate students. The University commits to developing junior academics into fully-fledged research staff, improving the qualification profile of all staff, particularly those without doctoral level qualifications, and setting targets to improve the research output of the University to align with DHET's research norms.

Research policy development, the establishment of the Community Engagement office and the approval of the Internationalisation Office were significant milestones. The unprecedented developments in postgraduate student NRF grants, NRF staff research projects, industry partnerships, TIA and EdTIA seed funding grants, as well as new EU Mundus and international collaborative projects marked an upward shift in the research and innovation trajectory in this year.

Consistency in research publications and related subsidy income, advances in technology transfer (TT) patent disclosures, notable patent registrations on strategic international markets, and growth in postgraduate (Masters and PhD) throughputs, showcase UNIZULU as a university on the rise.

The University remains focused on increasing the number of researchers and has 13 rated researchers and 10 research fellows in different fields. Advancement and increased research awareness are contributing positively to the increase in the number of students receiving postgraduate qualifications. A key focus of the University's research includes increasing internationalisation, as evidenced by the partnerships entered into with some of the Research Fellows.

STRATEGIC GOAL 4:

Enhance the quality and profile of UNIZULU graduates

The Centre for Teaching and Learning has started an initiative on curriculum reviews, which seeks to ensure that the knowledge content of programmes is both reviewed, made current and localised into the African context. This initiative will be executed through

systematic curriculum reviews, rigorous selection of high-level curriculum content, and alignment of learning programmes to qualification type graduate attributes and the HEQSF. This initiative will promote 'graduateness' that develops in-depth subject knowledge, to address the needs of civil society and the workplace, as espoused in the UNIZULU Strategic Plan 2016-2021. The University will achieve this goal by aligning curricula to programme type and qualification level, and using innovative pedagogies to facilitate learning. Curricula design and renewal will inspire a sophisticated use of technology and adoption of pedagogies that directly address student needs, industry expectations and the UNIZULU statement of 'graduateness'.

Identifying high risk modules and the tracking of students that are at risk remains a priority and focus. The University aims to develop an effective mechanism to report on retention, progression and throughput of students. Academic development and enhancement of scholarship as well as the recruitment and retention of an appropriately qualified cohort of academic staff, was vital in 2017 and yielded success with a reduction of academic vacancies. Technological and collaborative support to staff and students are key drivers to success and open source e-learning platforms were identified.

An approved framework for alumni engagement and a strategic plan will ensure engagement with alumni to maintain lifelong relationships.

STRATEGIC GOAL 5: ***National and international reputation management of UNIZULU***

The University enjoys support from both the Empangeni as well as Richards Bay business communities by way of offering opportunities to students to do experiential learning. The University has links with sister universities in Africa and abroad in the form of student exchanges and study opportunities; curriculum development, materials transfer and strengthening; resource mobilisation and innovation. The University has close links with the United States (US) Consulate in Durban and it is frequently updated on available programmes and opportunities elsewhere. Some of the institutions who continue to collaborate with the University include, but are not limited to: Jackson State University, American Councils for International Education and The Netherlands Organization for International Cooperation in Higher Education (NUFFIC). The University commenced with the rebuilding of the executive management team in 2015, which continued in 2016 and 2017. After a protracted

and intense process of recruiting and selecting, it can now be reported that all positions on the Executive of the University have been filled.

STRATEGIC GOAL 6: ***Accelerate infrastructure development***

The University continues to focus on restoring and maintaining its existing infrastructure while also investing in new infrastructure developments so that it is able to address the needs of its students and staff, and create an environment that is conducive to teaching and learning. In the past, infrastructure developments have been hampered by poor policy and practice, which ultimately led to legal challenges in 2014/2015. These have now all been resolved. Emphasis will be placed on the Integrated Master Plan, which includes development at the Richards Bay campus. The appointment of a turnkey professional team to manage the DHET infrastructure projects is evidence of movement.

The installation of security cameras in examination centres and upgrading of existing CCTV equipment assisted greatly with on-campus security. The developed ICT Strategy and Framework with several approved policies will ensure continuous development, growth and governance of IT at the University. Systems development contributed greatly to the design and implementation of the online registration system, which is currently in Phase II of implementation. Graduation systems were procured and implemented in 2017 as part of the online registration plan. System upgrades have afforded new opportunities to improve data management and analysis. These improvements will be effected across all aspects of the University, but will start in Finance and Human Resources. New protocols will be introduced to ensure the standardisation of hardware and software that will improve value for money, communication and efficiency. Internal structures for the governance of ICT across the University was established. This will enhance the co-ordination of ICT solutions across the Institution. Business continuity and disaster recovery remain glaring gaps in University governance, however, these were addressed through policy development and planning. The integrated ICT network system embraces enhanced wireless connectivity, improved storage solutions and a more robust network backbone. Electronic records management systems were procured to funding received to implement biometrics for examinations. Occupational Health and Safety certification was obtained and numerous health and safety policies developed to ensure continues compliance.

EXECUTIVE MANAGEMENT TEAM

The Vice-Chancellor, Deputy Vice-Chancellors, Registrar and Executive Directors form the executive management of the University. The team below is as at 31 December 2017.



VICE-CHANCELLOR

Prof. X. Mtose

BA (UFH); HDE (Primary) (UCT); BA Hons (RU); MPhil (Higher Education) (US); PhD (Psychology) (UKZN)

DEPUTY VICE-CHANCELLOR:

TEACHING & LEARNING

Prof. S.P. Songca



BScHons (UNITRA); MSc, DPhil (University of London); Cert (Management) (MANCOSA)

DEPUTY VICE-CHANCELLOR:

RESEARCH & INNOVATION

Prof. G.D.F. de Wet



BA (Communication); BAHons (Communication); MA (Communication) (UF); D Lit et Phil (Communication) (UJ)

REGISTRAR

Mr D.E. Janse van Rensburg



BProc (UFS); LLM (International Corporate Finance Law) (University of Westminster, UK), Dip (Teaching); Dip (Conflict Management) (City & Guilds, UK); PGDip (IT) (William Shakespeare College, UK)

EXECUTIVE DIRECTOR:

INSTITUTIONAL PLANNING

Mr N.O. Cele



SSTD, BPaed (UNIZULU); BEdHons (UKZN); MSc (University of Eastern Illinois); Med (Resources Dev. and Management); PGDip (Human Resources Management) (UKZN); MAdmin (Labour Relations) (UDW); Cert. (Higher Education) (WITS)

**EXECUTIVE DIRECTOR:
INSTITUTIONAL SUPPORT**
Mr P. du Plessis



*BCompt; Hons (Acc)
(UFS); CA (SA)*

**EXECUTIVE DIRECTOR: HUMAN
RESOURCES**
Mr R.T. Ngcobo



*NDip (Physiotherapy) (King
Edward Hospital, Durban);
BA (UNISA); Cert (Industrial
Relations) (WITS); BComHons
(HR Management) (UKZN);
Programme for Management
Development (UCT);
Strategic Human Resources
Management (UCT); MBL
(UNISA); PGDip (Company
Direction) (GIMT Sunninghill)*

**EXECUTIVE DIRECTOR:
INFRASTRUCTURE**
Ms R. Ramanyimi



*Dip (Building Sci.)
(Peninsula Technikon);
BTech (Quantity
Surveying) (Technikon
Natal); MSc (Eng. Sci.)
(UP); Management
Development
Programme (SU)*

**EXECUTIVE DIRECTOR:
RICHARDS BAY CAMPUS**
Prof. O.M. Ndwandwe



*BSc, BSc Hons (UNIZULU);
MSc (UNISA); PhD
(UNISA); Postgraduate
Diploma in Business
Management (Natal)*

**INTERIM EXECUTIVE DIRECTOR:
FINANCE**
Mr Z. Mzimela



*Dip (Public Finance and
Auditing) (UNIZULU),
BCompt (UNISA)
BComptHons (UNISA),
Cert (Practice and theory
of Auditing) (UKZN), Cert
(Criminal Justice and
Forensic Investigations)
(UKZN), CA (SA)*

AREAS OF CONTRIBUTION TO STRATEGIC GOALS AND OBJECTIVES

Table 12 displays variance to set targets as per the 2016-2021 Strategic Plan. The Organisational Performance Agreement with identified objectives for the year under review was approved by Council. Goals 1, 2, 3, 4 and 6 were prioritised for the year under review and although goal 5 received attention, it was not prioritised for 2017.

Table 12: Performances against Strategic Targets

GOAL 1	IMPROVE GOVERNANCE THROUGH ENHANCED OPERATIONS TO SUPPORT THE ACADEMIC ENTERPRISE AND ENSURE SUSTAINABILITY
Strategic objectives	<ul style="list-style-type: none"> • To have a broad spectrum of programmes characteristic of a comprehensive university • Develop, amend, implement policies, rules and procedures and maintain policy register • Develop and entrench an appropriate institutional academic philosophy and approach, which integrates teaching and learning, research and community engagement • Review, develop and implement review findings in existing curricula • Recruit and retain a qualified cohort of academic staff • Integrate human resource management and development • Devise a Charter to guide relations between the University and its students • Develop a turnaround strategy for financial management and governance • Develop a Financial Budgeting and Reporting System • Develop an appropriate rural strategy for the University • Ensure effective service delivery to students

KEY PERFORMANCE ACTIVITY	KEY PERFORMANCE INDICATOR (TARGET)	EVIDENCE OF ACHIEVEMENT	REASON FOR DEVIATION
SG1S01: To have a broad spectrum of programmes characteristic of a comprehensive university	a) Developed curricula for Marine Studies and Engineering (2016)	a) Engineering curricula was developed and submitted to Council for approval. The University will develop a proper business plan in 2018 for submission to DHET, which will supplement the approval request for programmes. Endorsement of new programmes was received from ECSA. Maritime curricula has been developed and is awaiting endorsement from professional bodies	a) No deviation
	b) Develop Master Plan for Richards Bay Campus	b) This did not materialise in 2017 and will form part of the 2018 organisational performance agreement and the concept "Master Plan" actually refers to a fully integrated infrastructure development plan which incorporates the academic offerings of the University	b) The Deputy Vice-Chancellor: Institutional Support resigned during 2017, which delayed progress
	c) To include entrepreneurial and innovation aspects in curricula	c) An analysis of the curriculum with reference to innovation and entrepreneurial aspects has been completed. A task team has been put in place to look at the potentially changing the curriculum of programmes This is also translated into the three-year programme review schedule (2017-2019)	c) No deviation

KEY PERFORMANCE ACTIVITY	KEY PERFORMANCE INDICATOR (TARGET)	EVIDENCE OF ACHIEVEMENT	REASON FOR DEVIATION
SG1SO1: To have a broad spectrum of programmes characteristic of a comprehensive university	d) Submitted BA General, BA Music, BA Psychology, Bachelor of Nursing, Bachelor of Social Work and Engineering programmes for DHET approval and CHE Accreditation	d) Nursing programme was submitted to the Nursing Council. All other identified programmes were submitted to DHET for approval. CHE accreditation solicited	d) Nursing programme is accredited and does not require DHET submission
	e) Identified research niche areas and programmes, putting emphasis on the comprehensive nature of the University	e) Developed and approved Policy on research niche areas for implementation	e) No deviation
	f) Developed and amended SRC Constitution, Handbook and Leadership Guide	f) The SRC Constitution was revised. The Handbook and Guide was developed	f) No deviation
	g) Developed Health Sciences programmes	g) A University programme in Health Sciences (Nursing) has been reviewed	g) No deviation
	h) Conducted reviews of programmes and academic departments	h) Guideline for reviews was created. Reviews of academic programmes have commenced. A project plan was produced and implementation is being led through the DVC: Teaching and Learning portfolio	h) No deviation
	i) Conducted benchmarking and introduce new learning programmes in line with the comprehensive identity of the University	i) The University identified Engineering and Maritime Studies as part of the identity of the Institution in its move towards comprehensivity. A further survey was conducted to establish needs assessment in Richards Bay. New programmes were introduced, however, the planned introduction of Engineering and Maritime Studies is envisaged for 2019	i) Benchmarking and survey completed. A proposal for funding was produced and submitted to DHET. Funding has been granted and the project will commence in 2019
SG1SO02: Compile a policy register	a) Reviewed, amended and approved all Teaching and Learning policies	a) The process of policy review commenced in 2017. 18 policies were reviewed and will be submitted for formal Council approval in 2018. 5 new policies were developed to fill policy gaps	a) The Policy on Policies dictates the process for policy approval, which takes approximately one year. It was not possible to obtain approval of all revised policies in 2017, however, the process will continue in 2018
	b) Developed policies and procedures for security, campus traffic, staff and student security	b) Several policies are under review. The University Council approved the Policy on Firearms and Weapons in 2017	b) All security policies will receive attention in 2018 and could not be addressed in 2018 due to the departure of 2 Directors: Security
	c) Updated policy register and approved policies uploaded on University website	c) The policy register was continuously updated and new, approved policies or approved revised policies were incorporated in the policy register. The policy register is displayed on the intranet of the University	c) No deviation
	d) Identified policy gaps communicated to executive in order to create timeframes	d) Policies for the following departments were reviewed in 2017: <ul style="list-style-type: none"> • Human Resources • Teaching and Learning • The Office of the Registrar • Research and Innovation • Institutional Planning • Institutional Support 	d) No deviation
	e) Updated all Council Charters	e) All Council Charters were updated and approved	e) No deviation

KEY PERFORMANCE ACTIVITY	KEY PERFORMANCE INDICATOR (TARGET)	EVIDENCE OF ACHIEVEMENT	REASON FOR DEVIATION
SG1SO03: Develop and entrench an appropriate institutional academic philosophy and approach, which integrates teaching and learning, research and community engagement	a) Concept document on the philosophy of the University as a responsive comprehensive rural University – approved by Senate and other relevant University structures	a) This did not materialise in 2017 and will be included in the Institutional Performance Agreement in 2018	a) The university will address this fully in 2018. A Manager: Community Engagement was appointed in October 2017. A concept document has been developed. A task team has been appointed to set up consultations with various stakeholders
SG1SO04: Review, develop and implement review findings in existing curricula	a) Effective use of the University capacity development grant	a) The grant was effectively utilised, although being phased out. UCDP plan submitted. Addendum on doctoral studentships for staff development	a) No deviation
	b) Submitted student monitoring software	b) The HDI Grant application was duly submitted to DHET and allocations received	b) No deviation
	c) Identify undergraduate programmes that need introduction to research methodology	c) Started in terms of the programme review 3-year schedule programme review schedule; 2017-2019. Example is the LLB programme	c) No deviation
	d) Established which programmes to introduce a research method course	d) The process commenced in 2017 in terms of the programme review 3-year schedule (2017-2019)	d) No deviation. The process will take 3 years to complete
	e) Within 360 credit programmes, redefine to embed research training into existing modules	e) Some programmes, e.g. LLB were re-defined in 2017. Other programmes will follow in terms of the programme review schedule (2017-2019). An audit on research methodologies in curricula has been done and a task team has been formed to look into re-curricularisation issues	e) No deviation. The process will take 3 years to complete
	f) Implementation and monitoring of the Orientation and First Student Programme	f) The First Year Experience was approved by Senate in 2017 for implementation in 2018.	f) No deviation
SG1SO05: Recruit and retain a qualified cohort of academic staff	a) Reduce current vacancy rate by 20%	a) Overall vacancy rate reduced from 32.9% to 26.4%	a) No deviation
	b) Appointed one full professor for each academic department	b) The following promotions were made: <ul style="list-style-type: none"> Associate professor to professor = 2 Professor to senior professor = 1 Senior lecturer to associate professor = 2 The University also appointed 6 associate professors and 1 professor	b) The University still needs to continue with its promotions and new appointments to achieve this goal by 2021
	c) Revised recruitment policy for academics in place	c) A revised recruitment policy was developed	c) The revised policy will serve before Senate, IF and Council in 2018 for approval

KEY PERFORMANCE ACTIVITY	KEY PERFORMANCE INDICATOR (TARGET)	EVIDENCE OF ACHIEVEMENT	REASON FOR DEVIATION
SG1S06: Integrate human resource management and development	a) Performance reviews of all levels	a) The Performance Management Policy is in place and approved by Council. Phase one of implementation focused on Executive Performance reviews, which were done by Council in 2016 and 2017. Performance reviews (Phase II) were rolled out for all other staff in 2017	a) No deviation
SG1S07: Devise Charter to guide relations between the University and its students	a) Developed and approved student charter for undergraduate and postgraduate students	a) Student Charter was developed in 2017, however, still needs to be approved by structures	a) The Charter was developed and consulted with the SRC. The Charter will be submitted to structures for approval in 2018, which process is regulated by the policy on policies
	b) Developed draft Student Grievance Policy and Procedures with implementation and monitoring mechanism	b) A Student Grievance Procedure was developed in 2017, however, still needs to be approved by structures	b) No deviation. The drafted Policy must still be submitted to structures for approval, which process is regulated by the Policy on policies
SG1S08: Develop a turnaround strategy for financial management and governance	a) Enhanced financial control measures within the University	a) Several measures were introduced to improve financial controls namely: Development of a Petty Cash Policy, BI-online verification of banking details for suppliers and bank account changes approved at desired level	a) No deviation
	b) Developed and approved Financial Standard Operating Procedures	b) Draft guidelines developed	b) No deviation. The procedures will be approved and implemented in 2018
	c) Training on SCM Procedures	c) This was not achieved in 2017 since training will be conducted after revision of the policy	c) The SCM policy is in the process of being revised and training was deferred until after the revised policy had been approved by Council
	d) Approved Finance Departmental Structure	d) The Structure was approved by Council	d) No deviation
SG1S09: Develop a Financial Budgeting and Reporting System	a) Introduced Monthly Budget Variance Report	a) Variance reports submitted to MANCO. Real-time online reports available	a) No deviation
SG1S10: Develop an appropriate rural strategy for the University	a) Alignment of programmes to rural development directives	a) The project commenced, but was not completed	a) Partially completed. Will be rolled out as part of the CSIRD projects. The University is in the process of establishing CSIRD. First tranche of R3 million and UNIZULU R2 million
	b) Concept document in place – conceptualised community engagement and co-creation of knowledge (intermediary platform)	b) Concept document in place	b) No deviation

KEY PERFORMANCE ACTIVITY	KEY PERFORMANCE INDICATOR (TARGET)	EVIDENCE OF ACHIEVEMENT	REASON FOR DEVIATION
SG1S010: Develop an appropriate rural strategy for the University	c) Establish Centres of Excellence concept document on link with rural context and the development of an intermediary platform using facilitated discussions with stakeholders. Link to EMISHA project on innovation	c) Concept document developed	c) No deviation
	d) Conceptualised the Centre for Sustainable Rural Development (Strategic Plan in place)	d) CSIRD business plan and advisory board are in place	d) No deviation
	e) Review the Existing Integrated Transformation Plan	e) The Integrated Transformation Plan was reviewed	e) No deviation
	f) Develop operational plan and programmes for transformation	f) The UNIZULU Transformation Operational Plan was developed, approved by Senate and Council and submitted to DHET for approval in 2017	f) No deviation
	g) Monitor implementation of transformation plans	g) The monitoring of transformation plans implementation has started. Data analysis is being conducted	g) No deviation
	h) Manage Special Institutional Audit	h) Institutional Audit was duly managed and the CHE Report was approved and released. The Institution will commence with an improvement plan for 2018 based on the recommendations	h) No deviation
	i) Develop improvement plans and progress reports on audits and reviews	i) A process of developing an Improvement Plan for the Special Audit has commenced. Improvement plans for the BCom (Accounting Science) and LLB have been developed	i) The CHE report was only received in December 2017
SG1S011: Ensure effective service delivery to students SG1S011: Ensure effective service delivery to students	a) Developed an Internationalisation Office	a) The process commenced, but was not finalised in 2017	a) Post was advertised, shortlisting did not provide suitably qualified candidates. Was re-advertised in Feb 2018
	b) Revised Sports Council	b) The Constitution of the Sports Council was revised	b) No deviation
	c) Revised disciplinary code for students	c) The disciplinary Code: Students was revised	c) No deviation
	d) Revised SRC Constitution	d) The SRC Constitution was revised	d) No deviation
	e) Worked on Student Administration and Governance	e) The admissions policy was drafted as form of improved student administration. Several workshops were conducted on student governance and discipline	e) No deviation
	f) Student surveys in place	f) Student surveys were prepared and will form part of the 2018 registration process. Graduate destination survey completed	f) No deviation
	g) Extra curricula activities – quarterly reports on student activities	g) Student reports on extra- curricula activities were prepared and presented to University structures	g) No deviation
	h) Revised academic structure with progression rules to support auto promotion of students, produce graduation list and enable online registration (Phase II)	h) The academic structure was revised and approved by Senate. The structure includes progression rules to support auto promotion. The structure will facilitate a successful registration in 2018	h) No deviation

GOAL 2	CREATE A QUALITY TEACHING AND LEARNING ENVIRONMENT AS A COMPREHENSIVE UNIVERSITY
Strategic objectives	<ul style="list-style-type: none"> Enhance the Humanities and Social Sciences programme offering
	<ul style="list-style-type: none"> Creation of career focused programmes deepening and entrenching the synergy between conventional university programmes and vocational offerings
	<ul style="list-style-type: none"> Enhance teaching and learning
	<ul style="list-style-type: none"> Design and develop a cohort analysis for effective institutional planning and monitoring
	<ul style="list-style-type: none"> Early identification and tracking of at risk students to be instituted via the student management system
	<ul style="list-style-type: none"> LIS to provide quality service to support teaching and Learning and Research

KEY PERFORMANCE ACTIVITY	KEY PERFORMANCE INDICATOR (TARGET)	EVIDENCE OF ACHIEVEMENT	REASON FOR DEVIATION
SG2S001 Enhance the Humanities and Social Sciences programme offering	a) Concept document in place	a) A concept document was developed	a) No deviation
	b) Obtained Senate and Council approval	b) An indaba took place in 2017 where all faculties participated in the preparation of the document	b) The document will undergo internal approval process in 2018
	c) Business Plan prepared	c) A draft business plan has been developed	c) This emanates from the concept document and will be addressed in 2018
	d) Design the Multi-purpose Centre	d) The process of designing the Multi-purpose Centre has started. Funding proposal was submitted to DHET and a grant was given for the University to design the centre	d) The process will continue in 2018 in light of funding received from DHET
	e) Develop a staff and student centre	e) Engagement with relevant stakeholders has taken place and workshops are planned	e) The student centre forms part of the infrastructure project that has been delayed due to court battles
	f) Plan for undergraduate and postgraduate library learning commons	f) Undergraduate and postgraduate student's library commons have been established	f) No deviation
SG2S002 Creation of career focused programmes deepening and entrenching the synergy between conventional university programmes and vocational offerings	a) Evaluate existing and develop new curricula for qualifications as identified in 2016	a) Ongoing. A few new programmes have been approved in 2017, while others are still under review	a) No deviation. The project will be implemented in phases
	b) Submitted business plan with timelines	b) Submitted business/action plan	b) No deviation
	c) Submitted the following programmes to DHET and CHE: - Diploma in Electrical Engineering and Mechanical Engineering - Marine Engineering Certificate, Diploma and BSC - Music - Social Work - Psychology - BA	c) All these programme were approved by Senate and Council. ECSA endorsement obtained for Engineering programmes. Other programmes were submitted to DHET for approval. The University is awaiting DHET approval, which will trigger submission of these programmes to CHE for accreditation	c) No deviation
SG2S003 Enhance teaching and learning	a) Issue list of subjects for which compulsory tutorials are needed	a) Completed. This is being done annually	a) No deviation
	b) Defined and described tutorial purpose and function for distribution to academic staff	b) Completed. Tutorship programme was established	b) No deviation

KEY PERFORMANCE ACTIVITY	KEY PERFORMANCE INDICATOR (TARGET)	EVIDENCE OF ACHIEVEMENT	REASON FOR DEVIATION
SG2S003 Enhance teaching and learning	c) Implemented tutorials in all subjects for all first-year students (2017)	c) This was completed and will be ongoing in 2018	c) No deviation
	d) Improve success rates of first year students in high risk modules	d) This has been ongoing since 2016. Success rate improved in 2017 from 76% to 78%	d) No deviation
	e) Trained lecturers on student tracking system	e) This has been ongoing since 2016 with a mentorship programme in place	e) No deviation
	f) Approved learner guides in place and quality assured	f) Learner guides were quality assured and approved	f) No deviation
SG2S004 Design and develop a cohort analysis for effective institutional planning and monitoring	a) Report on cohort study produced and submitted to Senate by July 2017	a) Cohort study could not be achieved since the faculty consultative process took longer, which delayed submission to Senate	a) The faculty consultative process took longer, which delayed submission to Senate
SG2S005 Early identification and tracking of at risk students to be instituted via the student management system	a) Obtain estimates of costs and necessary approvals and plan	a) Quotations for the system were sourced and a proposal developed and submitted to DHET for approval. Funds have been received	a) No deviation
	b) Implementation of plan	b) The Integrated Plan was developed and the Biographic data phase completed	b) No deviation
	c) Ensured data is captured timeously	c) The ITS system has been activated	c) No deviation
SG2S006 LIS to provide quality service to support teaching and Learning and Research	a) Explored ways in which current information may be used more effectively	a) The LIS information resources are specified in learner guides in order to improve how current information may be used more effectively by both staff and students	a) No deviation
	b) Determined recommendations, improvements and implementation	b) See (a) above	b) No deviation
	c) Completed Service Level Agreement/s in place	c) The process commenced with the reconstitution of the library committee and its terms of reference. These revisions have been approved by Senate	c) Library committee needed to be revitalised and terms of reference with reference to Faculty representatives had to be developed
	d) Developed a postgraduate common in the library	d) Initiative in place and under review to improve efficiency	d) No deviation

GOAL 3	ENHANCE RESEARCH AND INNOVATION
Strategic objectives	<ul style="list-style-type: none"> Enriched community engagement through the development of a CE Centre as a means to open pathways to what the community can bring to the Institution and vice versa
	<ul style="list-style-type: none"> Active mentoring of young/new researchers and increase the University research output
	<ul style="list-style-type: none"> Promote, advocate and raise awareness of the value of innovation
	<ul style="list-style-type: none"> Engage emerging researchers and support/reward research activity
	<ul style="list-style-type: none"> Develop Research Operational Plan
	<ul style="list-style-type: none"> Engage the Postgraduate Office in training around ethics and ethical clearance to improve the standard and quality of Masters and Doctoral dissertations
	<ul style="list-style-type: none"> LIS to provide quality service to support teaching and learning and research
	<ul style="list-style-type: none"> Staff retention strategies to be developed

KEY PERFORMANCE ACTIVITY	KEY PERFORMANCE INDICATOR (TARGET)	EVIDENCE OF ACHIEVEMENT	REASON FOR DEVIATION
SG3SO01: Enriched community engagement through the development of a CE Centre as a means to open pathways to what the community can bring to the Institution and vice versa	a) Obtained the necessary approval	a) The process to fill the position started in mid-2017 and was only concluded at the end of 2017	a) The manager was appointed at the end of 2017
	b) Budgeted, plan and appoint	b) Developed and approved	b) No deviation
	c) Established working programme	c) See (a) above	c) See (a) above
	d) Analysis to be undertaken of UNIZULU's current research performance	d) See (a) above	d) See (a) above
	e) Roll out of research programme for both academics and postgraduate students	e) Workshops conducted	e) No deviation
SG3SO02: Active mentoring of young/new researchers Increase the University research output	a) Increased conference attendance (2016-2017) with commitments to firm research outputs	a) Increased conference attendance	a) No deviation
	b) Increased research output per faculty	b) Accredited research outputs increased per faculty	b) No deviation
	c) Increased University research output by 2%	c) Research output increased by 11%	c) No deviation
	d) Increased number of active researchers by 5%	d) The Research Office provides skills capacity workshop training to academics. The training includes a whole range of research skills, such as ethics and academic writing	d) No deviation
	e) Analysis of potential research niche area (RNA)	e) Policy was approved by Council	e) No deviation
	f) Developed a set of proposals of potential RNAs	f) RNA development was approved by Council	f) No deviation
	g) Concept document and approved Budget for inaugural address for professors	g) Concept document with approved budget in place	g) No deviation
	h) Revised Research Policy to include allocation of budget for postdoctoral fellowship positions	h) Revised Policy and Research Strategy Developed	h) No deviation

KEY PERFORMANCE ACTIVITY	KEY PERFORMANCE INDICATOR (TARGET)	EVIDENCE OF ACHIEVEMENT	REASON FOR DEVIATION
SG3SO03: Promote, advocate and raise awareness of the value of innovation	a) Conducted awareness workshops on tech transfer and IP	a) Awareness workshops conducted	a) No deviation
	b) Included innovation in the intermediary platform system	b) Innovation included in the intermediary platform system	b) No deviation
	c) Investigated the possibility of setting up with NIPMO funding for a tech transfer office – obtain internal approval for application	c) This did not materialise in 2017 and will be addressed in 2018	c) Due to low output of innovations this will be kept in abeyance
SG3SO04: Engage emerging researchers and support/reward research activity	a) Skills development training conducted (ethics proposal development, academic writing, supervision training, etc.)	a) Skills development training was conducted	a) No deviation
SG3SO5: Develop Research Operational Plan	a) Developed and approved University Research Operational Framework	a) Operational Framework developed	a) No deviation
	b) Developed and approved Faculties' Research Operational Plans	b) Research Operational Plan developed	b) No deviation
	c) Developed and approved Research Policy	c) Research Policy developed	c) No deviation
SG3SO6: Engage the Postgraduate Office in training around ethics and ethical clearance to improve the standard and quality of Master's and Doctoral dissertations	a) Benchmarked on the structure and operations of Research Office	a) Benchmarking complete	a) No deviation
	b) Implemented Research and Information Management System	b) System implemented	b) No deviation
SG3SO07: LIS to provide quality service to support teaching and learning and research	a) Research commons established	a) Strategic plan of library in place	a) No deviation
SG3SO08: Staff retention strategies to be developed	a) Developed an Institutional Talent Management Strategy	a) The Talent Management Policy was reviewed in 2017	a) The revised policy will be submitted to IF, Senate and Council for approval in 2018

GOAL 4	ENHANCE THE QUALITY AND PROFILE OF UNIZULU GRADUATES
Strategic objectives	<ul style="list-style-type: none"> • Provide supportive teaching and learning environment for UNIZULU students
	<ul style="list-style-type: none"> • General support continued technological and collaborative specific institutional support for students and staff
	<ul style="list-style-type: none"> • Engage with alumni to maintain lifelong relationships with UNIZULU
	<ul style="list-style-type: none"> • Development of a core module
	<ul style="list-style-type: none"> • Development of academics and enhancement of scholarship

KEY PERFORMANCE ACTIVITY	KEY PERFORMANCE INDICATOR (TARGET)	EVIDENCE OF ACHIEVEMENT	REASON FOR DEVIATION
SG4S01: Provide supportive teaching and learning environment for UNIZULU students	a) Approved Institutional Framework of Graduate Attributes	a) Graduate attributes indaba took place in 2017. Framework developed for approval	a) Framework to be approved by internal structures through consultative processes
	b) Developed a mentoring plan for the most vulnerable students and implement (2016-2017)	b) Draft plan in place. Tutorials are conducted to assist students at risk	b) No deviation
SG4S002: General support continued technological and collaborative specific institutional support for students and staff	a) Faculty teams terms of reference developed (2016)	a) Terms of reference developed and approved	a) No deviation
	b) E-learning platform identified and costing conducted 2016-2017	b) The University runs an open source learning management system known as Moodle	b) No deviation
	c) Developed an E-learning Strategy	c) Benchmarking on the development of a strategic commenced. Draft strategy developed for approval	c) Benchmarking conducted. A strategy to be submitted to internal structures for approval
	d) Training conducted	d) Training is ongoing yearly	d) No deviation
	e) Study conducted on identification of students and barriers to learning and action plan submitted to Senate	e) Collection of data using the biographic data questionnaire has commenced. This data will help profile student barriers to learning	e) Partially completed. Draft report is being prepared
SG4S03: Engage with alumni to maintain lifelong relationships with UNIZULU	a) Implemented plan in 2017	a) An operational plan developed as well as five-year strategy	a) No deviation
	b) Developed and finalised Convocation Roll	b) Successful Convocation AGM conducted in 2016 and fully updated Convocation Roll by QVS	b) No deviation
	c) An approved framework for alumni engagement	c) Alumni relations strategy and operational plan developed	c) No deviation
SG4S004: Development of a core module	a) Benchmark module with UFS, UFH, SPU	a) Benchmark with RU, NMU, UFH and DUT completed	a) No deviation
	b) Workshop development of core module for UNIZULU	b) Workshops were conducted	b) No deviation
SG4S05: Development of academics and enhancement of scholarship	a) Developed and approved Teaching, Research and Learning Policy	a) The policy was developed but still needs Council approval. A strategy was also developed in 2017. An approved research policy is in place	a) The policy will be submitted to Council in 2018 for approval
	b) Developed and approved academic workload policy	b) A draft policy was developed but not approved by Council	b) The policy will be submitted to Council in 2018 for approval
	c) Developed and rolled out Programme for Academic Portfolio Development for Academics	c) Completed	c) N/A

KEY PERFORMANCE ACTIVITY	KEY PERFORMANCE INDICATOR (TARGET)	EVIDENCE OF ACHIEVEMENT	REASON FOR DEVIATION
SG4S05: Development of academics and enhancement of scholarship	d) Developed platform for academics to share research on their teaching and learning experiences, including repository	d) Completed. A teaching and learning conference was held	d) No deviation
	e) Achieved 2% annual increase in the research papers on teaching and learning	e) Completed	e) No deviation
			f) No deviation

GOAL 6	ACCELERATE INFRASTRUCTURE DEVELOPMENT
Strategic objectives	<ul style="list-style-type: none"> • Explore alternate avenues of funding to address the uncertainty of the government subsidy
	<ul style="list-style-type: none"> • Review, assess and replace software as needed
	<ul style="list-style-type: none"> • Configure campus security systems to ensure appropriate access to assessments
	<ul style="list-style-type: none"> • Develop an ICT strategy able to adapt and respond to the needs of the University
	<ul style="list-style-type: none"> • Develop the single, virtual campus
	<ul style="list-style-type: none"> • Staff capacity development (ICT staff)
	<ul style="list-style-type: none"> • Obtain Occupational Health and Safety certification
	<ul style="list-style-type: none"> • Develop Infrastructure Master Plan for the University
	<ul style="list-style-type: none"> • Design online registration system and conduct pilot

KEY PERFORMANCE ACTIVITY	KEY PERFORMANCE INDICATOR (TARGET)	EVIDENCE OF ACHIEVEMENT	REASON FOR DEVIATION
SG6S001: Explore alternate avenues of funding to address the uncertainty of the government subsidy	a) Established a forum to review fee and allowances setting parameters	a) A forum has been established as committee according to the Charter of the Finance Committee of Council	a) No deviation
	b) Appointed turnkey professional team to manage the DHET infrastructure projects	b) A manager was appointed to develop and advertise a turnkey tender, after which a service provider will be appointed	b) Partially completed. The tender was developed, but no appointment has yet been made
SG6S002: Review, assess and replace software as needed	a) Implementation of Finance Asset Management Module 2017	a) The University is using SAP to manage the asset register, which is not integrated into ITS. The plan for 2018 is to move the info from SAP into ITS and to use the ITS asset management module	a) No deviation
	b) Establish biometric platform	b) Platform created and data collected	b) No deviation
	c) Implemented electronic records management system for all statutory committees	c) Electronic records management system procured	c) The system will be workshopped and implemented in 2018
	d) Implementation of ITS software for graduation 2018 and conduct training	d) Software purchased and installed	d) The ITS software is being tested on ITS and will be used in 2018 to identify graduates

KEY PERFORMANCE ACTIVITY	KEY PERFORMANCE INDICATOR (TARGET)	EVIDENCE OF ACHIEVEMENT	REASON FOR DEVIATION
SG06SO3: Configure campus security systems to ensure appropriate access to assessments	a) Feasibility study for an integrated security system	a) A review of physical security was completed	a) No deviation
	b) Install security cameras	b) Security cameras were installed in BZ hall and other high risk areas	b) No deviation
	c) Report on review of appropriate monitoring of CCTV monitoring system	c) Report completed	c) No deviation
SG06SO4: Develop an ICT strategy able to adapt and respond to the needs of the University	a) Developed, approved and implemented ICT Strategy and framework	a) Strategy and framework developed and approved	a) No deviation
	b) Review ICT Infrastructure	b) ICT infrastructure dashboard completed	b) No deviation
	c) Approved IT Charter of Council	c) Draft charter developed	c) The charter will be submitted to Council in 2018 for approval
SG06SO6: Staff capacity development (ICT staff)	a) Conducted staff training needs assessment	a) Personal development plans for each staff member were submitted to HR in 2017	a) No deviation. A workplace Skills Plan is in place with training calendar
	b) Conducted ICT training	b) ITIL Foundation training has been completed for all ICT staff	b) No deviation
SG06SO8: Obtain Occupational Health and Safety Certification	a) Safety certificates in place	a) Required OHS certificates have been acquired. Staff has been trained and certificates have been issued	a) No deviation
	b) Health and Safety Plan in place	b) The University Health and Safety Plan has been developed and presented to the Risk Management Committee	b) No deviation
	c) Specialised audit of Occupational Health and Safety systems	c) Fire audit was conducted and assessment for OHS compliance was conducted	c) No deviation
SG06SO9: Develop Infrastructure Master Plan for the University	a) Implement integrated and phased master plan for the University	a) This did not materialise in 2017 and will form part of the 2018 organisational performance agreement and the concept 'Master Plan' actually refers to a fully integrated infrastructure development plan of the whole University	a) The Deputy Vice-Chancellor: Institutional Support resigned during 2017 which delayed progress
SG06SO10: Design online registration system and conduct pilot	a) Implement phase II of online registration pilot 2017 to full completion in 2020	a) Phase II successfully implemented. Work in Phase III commenced in 2017 for 2018 registration	a) No deviation

KEY PERFORMANCE INDICATORS – ANNUAL PERFORMANCE PLAN 2017

Table 13 displays ministerial approved enrolment targets for 2017 and how the University performed against these approved targets.

Table 13: 2017 Student Enrolment performances against Ministerial approved Targets

GOAL	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	TARGET 2017	2017 ACTUALS
A. ACCESS				
SG2SO4	Design and develop a cohort analysis for effective institutional planning and monitoring	Headcount Totals (MIS Data)		
		First-time entering undergraduates	3 900	3752
		Headcount enrolments	18 200	17 226
		Headcount enrolments (Foundation)	450	645
		Headcount enrolments total UG	15 935	15 539
		Headcount enrolments total PG	2 265	1 687
		Enrolments by Major Field of Study (Hemis Data)		
		Science, Engineering, Technology	3 925	3 535
		Business/Management	4 645	4 059
		Education	4 580	5 505
		Other Humanities	5 050	4 127
		Distance education enrolments	0	0
B. SUCCESS				
SG4SO1	Provide a supportive learning and teaching environment for UNIZULU students	Graduates UG	1 902	3 330
		Graduates PG	430	866
		Success rate	80%	86%
		Undergraduate Output by Scarce Skills (Hemis Data)		
		Engineering	0	0
		Life and Physical Sciences	328	446
		Animal and Human Health	179	110
		Teacher Education	850	1 135
		Success rate	80%	88%
C. EFFICIENCY				
SG3SO8	Staff retention strategies to be developed	Instructional/Research Professional Staff		
		Headcount and FTE of permanent instructional/research professional staff	300	289
		% Staff with doctoral degrees	45%	41.5%
		Number of nGap staff	5	4
		Ratio of FTE students to FTE instructional/research staff	29.0	54.75
D. RESEARCH OUTPUT				
SG3SO2	Increase the University Research Output	Publication units per FTE staff	39%	39%
		Research Masters graduates	22%	24%
		Doctoral graduates	11%	9%

Comments

The comments on the shortcomings related to the access, success, efficiency and research output as per Table 13 above are addressed below:

- **Access:** The University's access increased significantly with the Ministerial approval in 2017. The proposed target for overall student headcount enrolment is 18 200 students, of which 88% would be undergraduate students while the remaining 12% would be postgraduate students. First-time entering undergraduate students would be one-third (28%) of the overall enrolment and there were no proposed occasional students in all levels of study. The actual headcount enrolment is 17 226, with 90% of the students enrolled for undergraduate qualifications, while only 10% of the students enrolled for postgraduate qualifications. The analysis of the data shows that the actual first time entering undergraduate enrolment headcount in 2017 is 27% below the proposed target. The second highest shortfall is in the postgraduate enrolment total, which is 25% below the proposed target, while total undergraduate is only 2% below target. The Masters enrolment is 23% below target; however, in contrast, it is encouraging to see that the enrolment for doctoral degrees is 6% above the proposed targets. There is only a 5% difference in overall headcount enrolment. The University has extremely under-subscribed its enrolment targets for undergraduate diplomas and certificates by 49%. The University has met its targets for undergraduate degrees and slightly over-subscribed by 1%. There are two areas where the University did not meet the proposed targets in the enrolments by major fields of study; Business/Management at 33% below target followed by Science, Engineering and Technology at 13% below target. Data also shows that headcount enrolment in Humanities and Education was above the proposed targets by 15% and 7% respectively. The University's enrolments by headcount, which are below approved figures, can be attributed to the late approval of the enrolment targets, which effected institutional planning.
- **Success:** In this report, pass rates are used as the indicator of academic progress in different disciplines and levels of study. In the Faculty of Arts, the average pass rate was 87%. In the Faculty of Science and Agriculture, the average pass rate was 78%. In the Faculty of Education, the average pass rate was 91%. In the Faculty of Commerce Administration and Law,

the average pass rate was 82%. The average pass rate is 88% and the university has achieved its targets.

- **Efficiency:** The percentage of staff with doctoral degrees increased to 41.5%. The headcount of permanent instructional/research professional staff, however, decreased slightly in 2017. The University's vacancy rate reduced from 32.9% to 26.4%, of which 19.2% were academic vacancies. Recruitment and selection turnaround times were significantly reduced in 2017. The University participated in the DHET sponsored New Generation of Academic Programme (N-Gap) aimed at developing future lecturers, thus increasing the pool of skills available at universities. UNIZULU had a complement of four NGap staff members during 2017.
- **Research Output:** The preliminary (unofficial) indicator for publication units per I/R staff for 2017 is 167.05 units (for journal publications only). This figure is expected to grow when all 2017 publications are considered, which includes journals, books, book chapters and conference proceedings. The official data will only be fully available in May 2018. The awarding of research output units for accredited publications will only be known in December 2018/ January 2019.

Grants and Additional Resources

Between June and December 2017, various grant applications and reports were submitted to the Department of Higher Education and Training and these included narratives, financial reports and audit certificates. The narratives were developed by grant holders and the Department of Finance provided financial statements and audit certificates. The Office of the Executive Director of Institutional Planning coordinated report writing and submission to DHET.

Clinical Grant

The report presented the Department of Nursing Science (DNS) progress report on the Clinical Simulation Laboratory (CSL) project – for the year 2016/2017. The CSL is a state-of-the-art facility that materially and physically simulates hospital ward, trauma and emergency, maternity, intensive care and isolation settings through computerised adult, paediatric and infant patient simulators. The CSL is designed to mimic an actual hospital setting. As aforementioned, the main aim of this document is to give a progress (narrative) report to show how far the objectives/activities of the CSL project have

been achieved. The DNS Clinical Simulation Laboratory was established to help manage the advances/changes that are curricula/programme driven at the University's Department of Nursing Science. This CSL project provides a realistic teaching environment for a variety of clinical nursing related interventions. Students can immediately apply skills and concepts that would otherwise become diluted between classroom time and clinical practice. The thoughtful use of simulation technologies in the DNS Clinical Simulation Laboratory ensures that students will acquire critical skills and judgement and will maintain competency.

Foundation Grant

The University submitted the Foundation Grant report in June 2017. The report shows a successful implementation of various priorities of the project and the impact the grant has on student success. The University has received further funding on this project.

Teaching Development Grant

The University submitted the Teaching Development Grant in June 2017. The report shows a successful implementation of various priorities of the project. The University has R6 900 641.81 unspent funds in the account. A phase-out plan for the April – December 2017 was also submitted for DHET approval.

Research Development Grant

The University submitted the Research Development Grant in June 2017. The report shows a successful implementation of various priorities of the research development project. The University has R5 553 968.68 unspent funds in the account. A phase-out plan for the April – December 2017 was also submitted for DHET approval.

Grant Reports and Action Plans

Detailed action plans and reports for the following grants were submitted to DHET:

- Deferred Maintenance and HDI Grant Action Plan 2015/2016. The DHET allocated the University an amount of R35 000 000, which was released in March 2016, for Infrastructure and Efficiency for the 2015/2016 financial year.
- Deferred Maintenance and HDI Grant Action Plan 2016/2017. The DHET allocated the University an amount of R120 000 000, which was released in

March 2017, for Infrastructure and Efficiency for student housing for the 2016/2017 financial year.

- Deferred Maintenance and HDI Grant Action Plan 2016/2017. The DHET allocated the University an amount of R51 523 893, which was released on 29 March 2017, for Deferred Maintenance and Refurbishment Projects in the financial year 2016/2017.
- Historically Disadvantaged Institution – DG 2016/2017. The DHET allocated the University an amount of R69 794 801 which was received on 29 March 2017. The allocation is as per Table 14 on the following page Yr1 in the financial year 2016/2017.
- Historically Disadvantaged Institution – DG 2017/2018 – R20 980 644. The DHET has allocated to the University an amount of R20 980 644, which was released in March 2018 conditionally based on parameters set by the Department. The grant funding is envisaged to be used as set out on the Table 14 under Yr2.
- Historically Disadvantaged Institution – DG 2018/2019 Allocation. The DHET has allocated to the University an amount of R51 030 696, which was released in March 2018 conditionally based on parameters set by the Department. The grant funding is envisaged to be used as set out on the Table 14 under Yr3 on the opposite page.
- Infrastructure and Efficiency Grant – Deferred Maintenance 2017/2018. The DHET has allocated to the University an amount of R58 001 591, which was released in March 2018 for Deferred Maintenance and Refurbishment Projects in the financial year 2017/2018.
- Infrastructure and Efficiency Grant Housing Projects 2017/2018. The DHET has allocated to the University an amount of R50 000 000, which was released in March 2018 for student Housing conditionally based on parameters set by the department.

Action plans for all HDI Grants were submitted in June 2017. The Action Plans are detailed maps of how the allocated funds in Table 14 will be used. Allocations for Yr 1, Yr2, and Yr3 have been received. Annual progress reports for all HDI and IEG grants have been submitted to the DHET. Most of the projects in these grants were started at the end of 2017 and the implementation of the action plans are in the procurement process.

Table 14: HDI Grant (R)

	Y1	Y2	Y3	Y4	Y5	TOTAL	ALLOCATION PER PROJECT
Academic Administration	9 096 743	10 866 667	11 103 386	7 146 667	2 956 667	41 170 130	31 066 796
HR Operations	4 148 058	1 763 977	1 047 310	603 398	512 528	8 075 271	8 075 271
Maintenance Management	15 383 667	9 59 333	8 657 000			25 000 000	25 000 000
Academic Support	4 000 000	2 100 000	2 100 000	2 100 000	2 100 000	12 400 000	12 400 000
IT	55 000 000	15 500 000	15 500 000	15 500 000	15 500 000	117 000 000	96 100 000
Alumni Communication	1 250 000	250 000	80 000	30 000	30 000	1 640 000	1 640 000
Allocated Funds	69 794 801	20 980 644	51 030 696	16 233 398	16 242 528		174 282 067

Table 15 below displays earmarked grants (funding envelopes and infrastructure projects) for the year 2017 and how the University performed against these approved targets.

Table 15: Funding Envelopes and Infrastructure Projects (R) (2017)

GRANT DESCRIPTION	MINISTERIAL APPROVED	RECEIVED ALLOCATION 2017	ACTUAL SPENT 2017	REASON FOR DEVIATION
Teaching Development Grant	11 052 000	6 152 787	9 135 064	A phase-out plan was also submitted for DHET approval
Research Development Grant	4 917 000	4 917 000	2 883 039	The majority of the funds allocated for the RDG Phase-out plan was expensed
Foundation Provision Grant	2 469 000	2 469 000	6 625 000	No deviation
INFRASTRUCTURE AND EFFICIENCY AND HISTORICALLY DISADVANTAGED INSTITUTION GRANTS				
(i) Infrastructure and Development Grant – R438m	-	-	3 355 884	Court litigation halted spend. A turnkey project was approved by Council in 2017
(ii) Infrastructure and Development Grant – R171m	171 523 893	171 523 893	6 189 507	See grant report above
(iii) Infrastructure and Development Grant – R35m	-	-	6 617 219	See grant report above
(iv) Historically Disadvantaged Institution – DG R69m	69 794 801	69 794 801	7 342 743	Grant request submitted to DHET in June 2017. Funding received at end of 2017
v) Historically Disadvantaged Institution – DG – R20m	20 980 644	-	-	See grant report above
(vi) Historically Disadvantaged Institution – DG – R51m	51 030 696	-	-	See grant report above
(vii) Infrastructure & Development Grant – R58m	58 001 591	-	-	See grant report above
(viii) Infrastructure & Development Grant R50m	50 000 000	-	-	See grant report above
Clinical Training Grant	5 593 000	5 593 000	4 727 373	See grant report above
New Generation (nGAP)	-	-	2 848 837	At end 2017, there were 4 N-Gap lecturers. Total earnings for the year amounted to R2 308 291.00

CONCLUSION

Council is satisfied with the degree of progress towards achieving the objectives for the year 2017 in relation to the Strategic Plan (2016-2021) and targets set in the 2017 Annual Performance Plan.



Ms N. Caluza
Chairperson of Council



Prof. X. Mtose
Vice-Chancellor





COUNCIL'S STATEMENT ON GOVERNANCE

The University's Council is committed to its primary role and responsibilities of steering and setting the strategic direction of the Institution, approving policy and planning, overseeing and monitoring and ensuring accountability.

In order to achieve this, the Council prescribes to the Higher Education Act 101 of 1997 (as amended), Institutional Statute, policies, procedures and reporting regulations for Higher Education Institutions. Council takes note of the 17 principles and recommended practices as advocated in the King IV Code on Corporate Governance, which leads to ethical culture, good performance, effective control and legitimacy as governance outcomes. Accordingly, the Council did not comply with the King IV Code on Corporate Governance, however, incorporated some principles as good governance practices. In supporting this, the Council recognises the need to conduct the business of a public higher education institution with integrity and in accordance with generally accepted practices. This commitment has been reinforced by Council's revision of its own Code of Conduct for members of Council.

Council has led ethically and effectively and governed the ethics of the University in such a way that supported the establishment of an ethical culture. Council members exhibit ethical characteristics of integrity, competence, responsibility, accountability, fairness and transparency, which is evident in the achievement of the University's strategic objectives. Members are accountable for ethical and effective leadership as contained in the Code of Conduct of Council, the implementation of which is monitored by the Ethics Committee of Council. Council members were further performance managed and reviewed by the Institute of Directors of South Africa (IoDSA)

and received an exceptional report, which attests to sound corporate governance by Council and its committees. The performance evaluations of Council, its sub-committees, its chairs and members, the Vice-Chancellor and Registrar as Secretary resulted in continuous improved performance and effectiveness. Council revised its Code of Conduct during the year under review, which Code establishes an Ethical Conduct Committee that monitors the implementation of the Code of Conduct, establishes a declarations register, a register of findings and addresses key risks. Other ethical codes, delegated via the delegations framework of Council to management for implementation includes the Code of Conduct: Staff and Disciplinary Code: Students as well as other ethical policies, all of which are published on the University's intranet and workshopped to staff and students. Council exercises ongoing oversight of ethics and makes use of protected disclosures or whistleblowing mechanisms to detect breaches of ethical standards. Council assumed responsibility for corporate citizenship by ensuring compliance with the Constitution of South Africa (including the Bill of Rights), the law, leading standards and adherence to its own codes of conduct and policies. Oversight and monitoring of the University's activities and outputs that affected the status of the University as a corporate citizen were performed by Council in all areas of workplace, economy, society and the environment as contained in the performance assessment report. Council, through its Human Resources Committee, ensures that the University remunerates fairly, responsibly

and transparently so as to promote the creation of value in a sustainable manner.

Council has led the value creation process by appreciating that strategy; risk and opportunity, performance and sustainable development are inseparable elements. Council approved the University's Strategic Plan (2016-2021) in 2015 and approves yearly the Annual Performance Plan and mid-year reports, as presented by management. All approved plans and policies are delegated to management for implementation, while Council retains ongoing oversight. Council specifically assesses the viability of the University with respect to its ability to operate as a going concern on a continuous basis. In the course of making decisions in the best interest of the University, Council has adopted a stakeholder-inclusive approach, which takes into account and balances the legitimate and reasonable needs, interests and expectations of material stakeholders. This integrated Annual Report and Annual Financial Statements, as issued by the University, will enable stakeholders to make an informed assessment of the performance of the University and its ability to create value in a sustainable manner, which will be published on the University's website.

Council, as the highest governance structure, serves as the focal point and custodian of corporate governance in the University, as contained in the Charter of Council and Institutional Statute. The functioning of Council and its sub-committees were effective and Council fulfilled its responsibilities in accordance with the Charter for the reporting period. Council's composition comprises a balance of the skills, experience, diversity, independence and knowledge needed to discharge its role and responsibilities. Council established several sub-committees to assist with the balancing of power and the effective discharge of responsibilities, but without abdicating accountability. Each committee has its own Charter that sets out its terms of reference, with a minimum membership of three, as outlined in the report below.

The appointment of, and delegation to, competent executive management contributes to an effective arrangement by which authority and responsibilities are exercised. Council approved a delegation framework that sets out parameters and powers for itself, the Vice-Chancellor and Management. Council governs risk and opportunity in a way that supports the University in defining its core purpose and to set and achieve the University's strategic objectives. The University has reviewed the internal Risk Management Committee, consolidated identified strategic risks, compiled risk registers for the respected risk owners in line with the strategic risk framework, formulated a fraud risk management presentation that will be rolled out to relevant departments, and mapped out a process to

institutionalise risk management. A compliance framework has been developed and various aspects of it are being implemented. Compliance to risk is monitored through the Audit and Risk Committee of Council in terms of the approved Risk Management Strategy. Council can confirm that it maintained a reporting system that enabled it to monitor changes in the Institution's risk profile and gained an assurance that risk management was effective. UNIZULU has and maintains an efficient and effective process of risk management to manage key risks and accordingly, Council is not aware of any key risk current, imminent or forecasted that may threaten the sustainability of the University.

Council governs technology and information in a way that supports the University in defining its purpose to set and achieve strategic objectives. Council approved numerous policies that give effect to its set direction on the employment of technology and information and a technology architecture exists that enables the achievement of strategic and operational objectives.

Council does not have a standalone audit and risk committee, but has merged these into one, namely the Audit and Risk Committee of Council. The committee ensures assurance results in an adequate and effective control environment and the integrity of reports for better decision-making.

The detail of UNIZULU's governance structures, responsibilities and procedures are set out below.

STATUTORY RESPONSIBILITIES – COUNCIL AND COMMITTEES OF COUNCIL

In terms of the Statute of UNIZULU, the Council governs the University subject to the provisions of the Higher Education Act 101 of 1997, as amended. The Council is responsible for policy-making, monitoring the performance of the Institution and its management. The Council also has to provide guidelines with regard to a number of matters such as admission of students, the language policy, and staff matters, disciplinary matters with regards to students and staff, and measures to ensure an adequate academic atmosphere.

The Council of the University was incorporated on 8 October 2013. During the year under review, Council functioned in accordance with the prevailing Statute of the University, which was promulgated on 12 October 2012. In terms of the UNIZULU Statute (Section 18), the Council comprises 26 members, the majority of whom (60%) are neither employees nor students of the University. The independent non-executive members comprise a cross section of external expertise. As at 31 December 2017, 20 positions were filled and one vacancy existed for a donor representative, a convocation representative, a Ministerial

appointee and an uMhlathuze representative. Council identified the fact in 2013 that the UNIZULU Statute (Section 18) fails to comply with the requirement of the Higher Education Act that external members of Council should constitute a minimum of 60% whilst internal members should constitute a maximum of 40% of Council membership. The Statute currently provides for 11 internal members of Council (employees and students) which constitutes 42% of Council membership. Council resolved to only fill a maximum of 10 internal positions to comply with the 60/40 requirement of the Higher Education Act whilst reviewing the Statute after which the Minister's approval of the revised Statute would be sought. The composition is as follows:

Table 16: External vs Internal Membership

Ministerial representatives	4
Independent non-executive members	3
Convocation representatives	1
Executive management	3
Employee representatives	5
Student representatives	2
Donor representatives	1
uMhlathuze Municipality representatives	0
Traditional Authority representatives	1
TOTAL	20

Table 3 in the report of the Chairperson of Council displays the full list of Councillors and their respective constituencies.

In terms of good governance principles, the role of the Chairperson of Council differs significantly from the role of the Vice-Chancellor. The Chairperson of Council is primarily responsible for the effective functioning of the Council. The Chairperson is responsible for ensuring the integrity and effectiveness of the Council and its Committees and is required to:

- Provide overall leadership to the Council, without limiting the principle of collective responsibility for Council decisions;
- Ensure that all the Council members are fully involved and informed of any issue on which a decision has to be taken;
- Exercise independent judgement, act objectively and ensure that relevant matters are placed on the agenda and prioritised properly;
- Work closely with the Registrar in ensuring that at all times all the Council members fully understand the nature and extent of their responsibilities as the Council in order to ensure the effective governance of the University;
- Arrange for new members appointed to the Council

to be properly inducted and oriented, and monitor Council appraisals;

- Avail himself/herself to the Vice-Chancellor between Council meetings to provide counsel and advice pertaining to University matters;
- Ensure that the Council evaluates the performance of the Vice-Chancellor periodically; and
- Act as the main informal link between the Council and management, particularly the Vice-Chancellor.

The role of the Chairperson differs from the Vice-Chancellor in that the Vice-Chancellor's responsibility is to focus on the operations of the University, ensuring that it is run efficiently and effectively and in accordance with the strategic decisions of the Council. The Chairperson of Council, Mr C.V. Gamede, was appointed as Chairperson of Council at its meeting on 8 October 2013, which term of office was extended for six months in terms of the statute, which will expire on 7 April 2018.

Matters reserved by Council for decision-making are set out in the UNIZULU Statute and in terms of the Higher Education Act (101 of 1997). Council is responsible for the ongoing strategic direction of the University, approval of major developments and the receipt of regular reports from management on the day-to-day operation of its business. In terms of the Charter of Council, it should meet four times a year and the UNIZULU Council has several committees. Council met five times during the year under review and details of its composition and meeting attendance statistics are contained in Table 4 of the report of the Chairperson of Council.

The Higher Education Act (see Section 29(1)) stipulates as follows:

"The Council (and the Senate) of a public higher education institution may each establish committees to perform any of their functions and may appoint persons who are not members of the council (or the Senate) as the case may be, as members of such committees".

The aforementioned committees, with the governance functions as described below, have been approved by Council to execute the above responsibilities. All the committees are formally constituted with approved terms of reference and comprise a majority of members of the Council who are neither employees nor students of the University. The committees are:

- **Audit and Risk Committee:** The committee assists the Council in fulfilling its overview responsibilities. It reviews the annual financial reporting process, the system of internal control and management of financial risks, the audit process, and UNIZULU's process for

monitoring compliance with laws and regulations. The Committee is also responsible for the issues of risk, its management and mitigation. The Committee also ensures that the implementation of the combined assurance model results in combining, co-ordinating and aligning assurance activities across the various lines of assurance. The Committee also ensures that the risk management system and risk register is maintained. The Committee also assists Council in carrying out responsibilities related to IT governance as no separate IT Governance Committee has been established. The Committee, chaired by Cllr S.B. Xulu, held four meetings during the year. All members of the Committee are independent of the University and are not employed by the University. Both internal as well as external auditors have unrestricted access to the Committee, which ensures that their independence is in no way impaired. The composition and meeting attendance statistics of the committee are contained in Table 6 of the report of the Chairperson of Council.

- **Finance Committee:** The Committee ensures the financial health of the University and assesses and recommends the approval of: financial policies and protocol; the consolidated operating budget, including operational, staff and capital budgets, cash flow predictions, the asset/liability profile and multi-year budgetary predictions; the annual consolidated report to the DHET and other ring-fenced funds and loans; the performance of the University against approved budgets and targets and the Committee's advice on appropriate corrective actions; the annual increase in student fees; and the University's investments. It assures the financial health of the University as a 'going concern'. The Committee, chaired by Cllr J. Kunji-Behari, held five meetings during the year. The composition and meeting attendance statistics of the committee are contained in Table 7 of the report of the Chairperson of Council.
- **Planning and Infrastructure Committee:** The Committee develops and updates campus master plans for facilities and infrastructure, with implementation strategies, priorities and financing models for approval by the Council; advises the Council on the development, acquisition and integration of facilities and infrastructure; and develops and updates a comprehensive and sustainable institutional maintenance and replacement plan and strategy. The Committee, chaired by Cllr T.C. Ngcobo, held three meetings during the year. The composition and meeting attendance statistics of the committee are contained in Table 9 of the report of the Chairperson of Council.
- **Human Resources Committee:** The Committee

recommends to Council appropriate strategic directions and priorities in human resources governance, such as performance management, conditions of service, and employee relations. It also develops and recommends to Council policy and strategy with regard to the remuneration of staff and related matters. The Committee, which has delegated powers to approve new positions on the permanent staff establishment, was chaired by Cllr P.N. Maphoshe and held four meetings during the year. The composition and meeting attendance statistics of the committee are contained in Table 8 of the report of the Chairperson of Council.

- **Executive Committee (COUNEX):** The Committee deals with urgent matters referred to it by Council and its committees. It assumes the authority of Council when Council is not in session and may perform the functions of Council. The Committee, chaired by the Chairperson of Council, Cllr C.V. Gamede, held four meetings during the year. The composition and meeting attendance statistics of the committee are contained in Table 5 of the report of the Chairperson of Council.

Council elected not to constitute a separate Risk Committee as risks are addressed through its Audit and Risk Committee. Council conducted several workshops in 2017 aimed at the appraisal of Council and its committees. Formal performance appraisals of Council and its members, the Audit and Risk Committee of Council and its members as well as the Chairperson of Council and Secretary of Council were conducted by the Institute of Directors of South Africa (IoDSA) in 2017.

STANDING COMMITTEES OF SENATE

The following standing committees of Senate have been approved by Senate in the execution of its authority:

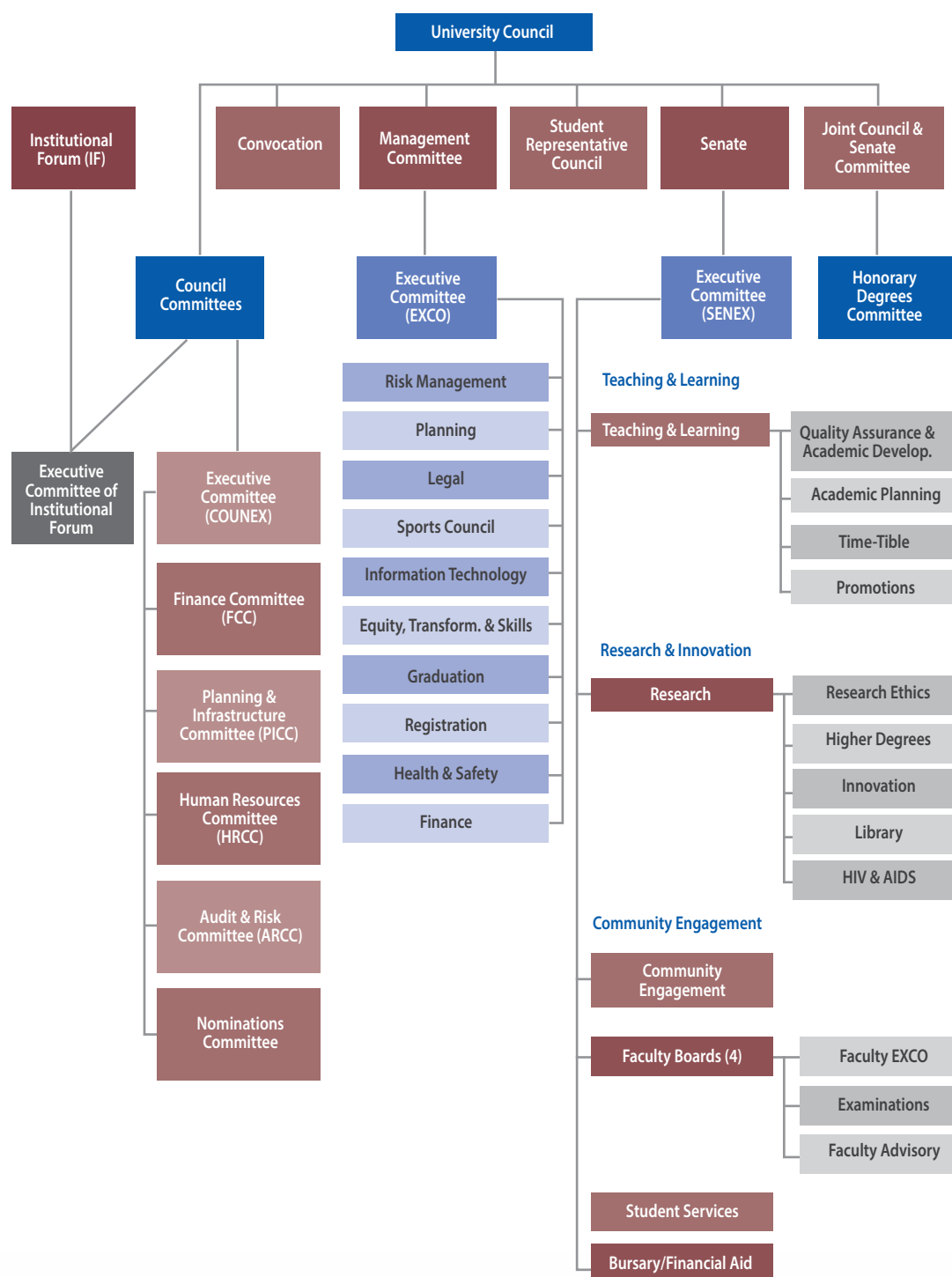
- Executive Committee of Senate (SENEX)
- Teaching and Learning Committee
- Academic Appointments and Promotions Committee
- Research Committee
- Community Engagement Committee
- Quality Assurance Committee
- Faculty Boards

The Higher Education Act (see Section 29(3)) stipulates the following:

"The Council and the Senate of a public higher education institution may jointly nominate committees, to be known as joint committees, to perform functions that are common to the council and the Senate".

The Honorary Degrees Committee is a joint committee of Council and Senate at UNIZULU.

Governance Structure



OTHER COMMITTEES

Other statutory bodies, constituted in accordance with the Act, are defined in the UNIZULU Statute, namely:

- Institutional Forum (IF)
- Students' Representative Council (SRC)
- MANCO (UNIZULU Management Committee)

In accordance with its statutory obligation to govern the Institution, including the management structures necessary to implement governance policy, Council recognises the UNIZULU Management Committee (MANCO), as established by the Vice-Chancellor. MANCO is a consultative and advisory committee assisting the Vice-Chancellor in the planning and execution of the management and administration of the University in accordance with the UNIZULU Statute. MANCO met on a monthly basis in 2017 and in addition, held several special meetings arising from urgent issues requiring attention.

CONFLICT MANAGEMENT

Issues of conflict management in student governance are dealt with in regular meetings held with the student leadership. Issues that may lead to conflict with the student leadership are catered for in the SRC Constitution, as well as constitutions of the various committees in which students are involved. Student leaders are members of the institutional committee structures where they can voice their concerns.

With regard to staff, minor incidents of conflict on campus were resolved by means of intervention by managers and/or the Labour Relations Unit. As always, every attempt was made to resolve conflict at the lowest possible level. UNIZULU unfortunately does not have a recognised union in place as the sole union (NEHAWU) has lost its recognition. UNIZULU has an approved grievance procedure in place that is used to deal with most incidents of conflict.

STAFF AND STUDENT PARTICIPATION – CO-OPERATIVE GOVERNANCE

The University places a great deal of emphasis on fostering and maintaining a high standard of co-operative governance and good governance in general as espoused in King IV. Management and employees constantly voice and amplify their commitment towards the need for scrupulous systems and processes at UNIZULU through various avenues. Employee representatives are extensively involved in committees, right up to the level of Council.

In addition, they have observer status or are co-

opted on some operational committees, depending on the nature of the role and the matters of focus. Student leadership is involved in the major governance and management structures of UNIZULU, such as Senate, Institutional Forum and Council. There are standing quarterly meetings between MANCO and the SRC. Their inputs are taken seriously and constructive student comments are incorporated when effecting changes.

CODE OF ETHICS

The University is committed to the highest standards of integrity, behaviour and ethics in dealing with all its stakeholders, including its Council members, managers, employees, students, customers, suppliers, competitors, donors and society at large. The University's policies include provisions to deal with conflicts of interest. Council members and all staff who have decision-making authority, either individually or jointly through their service on committees, are expected to observe the University's ethical obligations in order to conduct business through the use of fair commercial practice. In terms of the respective Codes of Conduct for members of Council and Executive management, those bound by the Codes are obliged to disclose any noteworthy interests (as defined) in a register of contracts. Likewise, potential or actual conflicts of interests are required to be declared. Various general provisions underpin Council's commitment to ethical conduct. These are characterised, inter alia, by the requirements to act in good faith, to serve the interests of the University, to maintain the trust of Council and the Executive, to respect Council decisions and to maintain confidentiality. Members of Council and the Executive are required to acknowledge and uphold the respective Codes by making signed declarations to this effect, which are, in turn, lodged with the Registrar's Office. Compliance with the UNIZULU Code of Ethics was constantly monitored and observed, and any perceived deviations were dealt with effectively and efficiently in terms of the relevant UNIZULU rules, policies and procedures.

COMPLIANCE STATEMENT

Council hereby explicitly confirms that it has applied the Reporting Regulations for Higher Education Institutions in 2017 and that approval of this statement was recorded at the full Council meeting, held on 27 September 2018, which meeting was quorated.



Ms N. Caluza
Chairperson of Council





COUNCIL'S STATEMENT ON SUSTAINABILITY

The University continues to operate within the national context while recognising its critical importance to Zululand and its primary hinterland bordered by the N3, N4 and Indian Ocean.

As a rural University that is expanding in the vibrant economic area surrounding Richards Bay, it is responsible to both its historic culture and vibrant future. It takes its position to sustain, document and learn from the former and to mold, contribute and benefit from the latter. Student political activities, always fluid and often unpredictable, once again challenged the sector and the University in 2017. Pressure continued nationally for free higher education and the protests resulted in a number of ugly and violent scenes around the country.

The University avoided the violent protests and it managed to complete its 2017 academic year without incident. The University had a duly elected and functioning Student Representative Council (SRC) in 2017 and student representatives were elected to statutory committees. The SRC also developed a strategic plan of action for the year under review.

The decision by Government to fund the free education for a certain category of students came after the budget approval of an 8% raise in tuition and 10% raise in residence fees for 2018. With the vast majority (over 80% of entrants in 2017) of the University being eligible for National Financial Aid, the fee increase will not affect these students directly. Further, the government committed to pay for the 8% fee and residence increase for all students whose family income is less than R600 000. This applies to virtually all of our students

so that the increases will have no impact on any of UNIZULU students. Nonetheless, historical top slicing of NSFAS funds and allowances has artificially suppressed book and meal allowances for University students. This needs to be resolved in the short term and continued caps on allowance increases is unhelpful in this regard. A flat rate increase in allowances and fees is much more advantageous to the neediest of our students.

The University was able to build up an accumulated Council-controlled fund that is equal to six month's expenditure. This serves as a significant buffer that cushions the University against cash flow pressures. The long-term aim is to steadily keep growing this reserve and the resulting investment return. The tuition and residence fees of the University are very low when compared to other universities. An intervention is needed to ensure that tuition and residence fees are corrected to a level that increases the financial sustainability of the University as well as its ability to maintain and improve its facilities and services.

Other social factors in addition to poverty and unemployment impacting on the University include HIV/Aids and other illnesses, and difficulties experienced in adjusting to the university environment (which may affect staff as well as students). Crime and drug abuse in the region and a lack of appreciation of and respect for the University's assets can result in damage and neglect of University property. The University is aware



of these issues and has put systems in place to counter these negative influences, where possible. In particular, the University undertook several orientation activities in 2017.

Academically, the University also faces the need to address the academic under-preparedness of school-leavers. Many school-leavers are ill-prepared for university-level studies, and their previous experiences of learning may not stand them in good stead in the University context. In this respect, the University has vibrant foundation programmes that are being offered in the Faculties of Science and Agriculture and Commerce, Administration and Law to address these issues. The University benefits from the Foundation Grant as provided for by DHET and continuous growth for Foundation programmes intake is expected in 2018.

In addition, the University is embracing its categorisation as a comprehensive university to blend the provision of academic with professional qualifications in support of the local and national economies. Students find direct articulation between diplomas and degrees challenging, hence the University is working on a more explicit articulation relationship between the two that is likely to identify required 'bridging' relationships that it is keen to provide. The University, furthermore, developed a comprehensive new Business Plan for the Richards Bay Campus, which was submitted to the Minister of Higher Education and Training for consideration during February 2013. The Business Plan was developed with the support and buy-in of the business community of Richards Bay and Empangeni, the local authorities in the region and the FET College. This plan will be integrated into the KwaDlangezwa Master Plan. The Richards Bay campus will spend a considerable amount of time reconfiguring

its programme offering to manifest the comprehensive nature of the University.

The importance of technology to the local and national economies continues to be a challenging aspect of provision for UNIZULU. The majority of the poor (the majority of our students) still do not have ready access to technology and are consequently ill-prepared for its uses in learning contexts. At the same time, the University wishes to leverage current IT trends to support student success and employability.

The broad regulatory and legal framework is a key platform against which the University operates. This report, itself, is a good example of the new reporting environment. The Annual Reporting Regulations (DHET, 2014) creates a template and a procedure that the University welcomes. As the higher education sector expands and UNIZULU grows (by over 50% in the past five years), the need for more robust and programmed accountability is recognised and welcomed. Reporting to stakeholders becomes ever more important. The University is taking the opportunity afforded by these greater reporting requirements to model its own internal reporting so that regulatory requirements are met at the same time as provide improved managerial information. A very good example of this is how the University has used the changes to qualifications required in response to the HEQSF to modernise its qualification set and the relevance of its curricula. The Protection of Personal Information Act and Consumer Protection Act also create new reporting and communication requirements for students and third parties. The Auditor-General's reporting guidelines and King IV imperatives impact on financial and general governance; the management and monitoring of research, research ethics, the protection

of the University's intellectual property; and finally the monitoring of compliance with the University's ethical framework for research. Appointments to the positions of Executive Director: Infrastructure and Executive Director: Institutional Support were made during 2017 to further strengthen the Executive team.

Council implemented the Strategic Plan 2016-2021 in 2017, which places community engagement at the centre of its core responsibilities.

Alumni, as critical stakeholders of the University, are identified as of considerable importance for the delivery of the 2016-2021 Strategic Plan. UNIZULU boasts esteemed alumni who hold influential positions in many sectors of our society and they have a strategic role to play in supporting the University's endeavours through their influence and networks. The University aims to strengthen alumni relations to the benefit of the University and its current students.

Sustainability within the South African context cannot be separated from transformation. What has become clear after more than 20 years of democracy is that transformation means very different things in different contexts. The University started the process in 2015 of defining what transformation means for UNIZULU and all of its stakeholders. The Integrated Transformation Plan identified transformation initiatives such as the development of an Employment Equity (EE) Plan, development of an Attraction and Retention Strategy, staff engagement at all levels, student leadership development, performance measurement, student

throughput, a Service Delivery Improvement Plan and disability. A five-year Employment Equity Plan was submitted to the internally established Transformation Committee for deliberations and monitoring. Using the KwaZulu-Natal Provincial Economically Active Population demographics, numerical goals and targets were determined.

The Council of the University established the University of Zululand Foundation in 2005. The object of the Foundation is to provide financial assistance and support to the University, which is the sole beneficiary of the Foundation. The Foundation, constituted in terms of a Deed of Trust, is governed by a Board of Governors consisting of individuals appointed by the Council and members elected by the donors of the University. The Foundation appointed a full-time Executive Director in order to establish appropriate structures for the Foundation and a comprehensive and practicable fundraising strategy. As indicated above, the 2016-2021 Strategic Plan identifies alumni relations as an important target for the University. The University's alumni team will work closely with the Foundation to ensure that the University and its stakeholders work collaboratively for the benefit of all.



Ms N. Caluza
Chairperson of Council







SENATE REPORT TO COUNCIL

“During the period under review, the Senate continued to exercise its mandate of preserving the academic integrity of academic programmes in line with the provision of the Statute of UNIZULU. Operations of the Senate focused largely on quality improvement, restructuring of academic programmes, cleaning of the academic structure and the introduction of new career-focused programmes to address the mission of a comprehensive university.”

COMPOSITION OF THE SENATE

The Senate has been reconstituted according to the newly approved Statute of UNIZULU and in accordance with section 28 (2) of the Higher Education Act, Act 101 of 1997, as amended. Therefore, members of the Senate are:

- Vice-Chancellor (Chairperson)
- Chairperson of the Council or any other external member of the Council nominated by the Chairperson of Council
- One external member of the Council appointed by the Council
- The Deputy Vice-Chancellors
- Registrar
- Deans
- Professors, Deputy Deans and Head of Departments
- Dean of Students or a person holding an equivalent position
- Head of the Richards Bay Campus
- One academic employee from each faculty, with at least the status of an Associate Professor, elected by

faculties in accordance with paragraph 31(2)

- Directors of centres, institutes or units with an academic function appointed by the Senate
- Directors, or persons holding equivalent positions, of departments and units with an academic support function appointed by the Senate including, but limited to:
 - o Library services
 - o Research support
 - o Academic support
 - o Quality assurance
- Chairperson of the Institutional Forum
- Two students elected in accordance with the process described in paragraph 31 (3).

CHANGES IN ACADEMIC STRUCTURE

Four faculties; Education, Science and Agriculture, Commerce Administration and Law, and Arts together organised into 43 departments offer qualifications in Science Engineering and Technology, Education,



Business and Humanities. All four faculties conducted and completed the review of the academic structures for the online registration pilot project (Phase II) in 2017 and testing of the system took place in November 2017 to ascertain the faculty's readiness for the 2018 registration project. There were many changes in the academic structures themselves and the revision also focused on ensuring that co- and pre-requisites, substitutes and auto promotion rules were duly incorporated in the management information system.

SAICA ACCREDITATION

The Department of Accounting and Auditing prepared for the SAICA Accreditation submission in 2017. SAICA accreditation campaigns were held on both campuses between 11-13 September 2017. The SAICA site visit took place successfully on 3-5 October 2017. The University received a report with conditions that needed to be addressed before the accreditation was granted. A progress report had to be developed and improved.

LLB PROGRAMME NATIONAL REVIEW

As part of the LLB National Review, the Council on Higher Education conducted a review of the UNIZULU LLB programme in 2017. The University first received conditional accreditation and subsequently a notice of

withdrawal ending particular conditions addressed. The University will continue improving upon its reputable LLB programme that has produced revered, world recognised, and highly placed alumni in various spheres of society. The University is required to submit a progress report and an improvement plan in May 2018. The University is addressing the raised issues in a serious light and with immediate effect. As part of working collaboratively with the CHE, it scheduled a stakeholder engagement session in January 2018 to ensure a meaningful development of the required improvement plan.

PROGRAMME AND DEPARTMENTAL REVIEWS

The Quality Assurance Office and DVC Teaching and Learning's office facilitated several programme and departmental reviews in faculties in 2017. The Science Centre review, which was facilitated by the Quality Assurance Office, was conducted successfully on 5 and 6 October 2017.

PROGRAMME SUBMISSIONS AND CURRENT STATUSES

Table 17-19 shows the programmes approved by DHET, CHE and SAQA in 2017 with Table 20 displaying the status of other programmes.

Table 17: Programme sent to DHET for Approval

LEARNING PROGRAMMES	DATE OF SUBMISSION TO DHET	COMMENTS
1. Bachelor of Education in Senior Phase and Further Education and Training Teaching	26 April 2017	Programme received recognition of qualification for employment in education
2. Bachelor of Education in Senior Phase and Further Education and Training Teaching	18 October 2017	Programme has been accredited by DHET
3. Bachelor of Public Administration (BAdmin)	29 May 2017	<p>The University requested the addition of the major fields of study in the generic BAdmin that were omitted by error during the HEQSF alignment in 2011</p> <p>Business Administration and Management, Economics, General, Human Resources Management/Personnel Administration; Political and government</p> <p>This request was granted by DHET</p>
4. Bachelor of Science	29 May 2017	DHET granted PQM clearance on the addition of 1503: Statistics in the Bachelor of Science degree
5. Bachelor of Consumer Science in Rural Development and Extension	29 May 2017	<p>UNIZULU requested to remove the designator 'Science' and title the programmes, as in the subject</p> <p>DHET approved that Bachelor of Consumer Science in Rural Development and Extension be correctly titled Bachelor of Consumer Science in Rural Development and Extension</p>
6. Bachelor of Science Consumer Science in Hospitality and Tourism	26 June 2017	<p>UNIZULU requested to remove the designator 'Science' and title the programmes as in the subject. DHET recommended that the University should also add the qualifier 'Hospitality and Tourism', which was done and sent back</p> <p>No response has been received yet</p>
7. Bachelor of Social Sciences in Political and International Studies	25 May 2017	UNIZULU was granted PQM clearance by DHET on this programme
8. Postgraduate Certificate in Education in Senior Phase and Further Education and Training Teaching	16 October 2017	DHET confirmation that programme met accreditation conditions and may be offered
9. Postgraduate Certificate in Education in Foundation Phase Teaching	16 October 2017	DHET confirmation that the programme met accreditation conditions and may be offered

Table 18: Programme sent to CHE for Accreditation

LEARNING PROGRAMMES	DATE OF CHE ACCREDITATION	COMMENT
1. Postgraduate Certificate in Education in Senior Phase and Further Education and Training Teaching	14 August 2017	After the University addressed the accreditation conditions, the CHE granted full accreditation for this programme
2. Postgraduate Certificate in Education in Foundation Phase Teaching	14 August 2017	After the University addressed the accreditation conditions, the CHE granted full accreditation for this programme
3. Advanced Diploma in Communication Science	8 June 2017	After the University addressed the accreditation conditions, the CHE granted full accreditation for this programme

4. Bachelor of Education in Intermediate Phase Teaching	13 October 2017	After the University addressed the accreditation conditions, the CHE granted full accreditation for this programme
5. Bachelor of Education in Foundation Phase Teaching	13 October 2017	After the University addressed the accreditation conditions, the CHE granted full accreditation for this programme
6. Advanced Certificate in Accountancy	9 February 2017 and sent back to SAQA	CHE advised the University to correct the SAQA form, which was done and is now awaiting a response
7. Bachelor of Arts in Drama, Theatre and Performance	26 April 2017	CHE approved the University request for a title change to leave space for BA general in the PQM
8. Bachelor of Science	26 April 2017	CHE approved the addition of the 1503: Statistics major field of study in the Bachelor of Science degree
9. Bachelor of Science in Consumer Science in Hospitality and Tourism	26 April 2017	CHE approved the title change of this programme to Bachelor of Consumer Science in Hospitality and Tourism
10. Master of Science in Physics	26 April 2017	CHE approved the removal of the major field of study 140705: Nuclear Physics and replaced it with 140701: Physics
11. Bachelor of Commerce in Economics	26 April 2017	The University requested the title of this honours programme to be changed to 'Bachelor of Commerce Honours in Economics' CHE approved this request
12. Bachelor of Social Sciences in Political and International Studies	22 September 2017	Programme was submitted to CHE and sent back for minor corrections, which were done and sent back
13. Bachelor of Education in Senior Phase and Further Education and Training Teaching	20 October 2017	Sent to CHE for accreditation

Table 19: New Programmes registered with SAQA

LEARNING PROGRAMMES	DATE OF REGISTRATION	COMMENTS
1. Diploma in Public Management	26 June 2017	Programme registered with SAQA Registration Number 101140
2. Bachelor of Education in Intermediate Phase Teaching	SAQA website	Programme registered with SAQA Registration Number 101452
3. Bachelor of Education in Foundation Phase Teaching	06 October 2017	Programme registered with SAQA Registration Number 101511
4. Advanced Diploma in Communication Science	3 November 2017	Programme registered with SAQA
5. Postgraduate Certificate in Education in Senior Phase and Further Education and Training Teaching	3 November 2017	Programme registered with SAQA Registration Number 101522
6. Postgraduate Certificate in Education Further Education and Training	3 November 2017	Programme registered with SAQA Registration Number 101495

Table 20: Status on other Programmes

PROGRAMME	DATE OF APPROVAL BY COUNCIL	STATUS
Bachelor of Arts in Psychology	3 October 2017	Programme was sent to DHET and the University was advised that this application should be accompanied by an appeals letter stating that this programme is no longer a professional degree 11 October 2017
Bachelor of Arts Honours in Psychology	3 October 2017	Programme was sent to DHET and the University was advised that this application should be accompanied by an appeals letter stating that this programme is no longer a professional degree 11 October 2017
Bachelor of Arts Honours in History	3 October 2017	Programme submitted at DHET 11 October 2017
Bachelor of Arts in Music	3 October 2017	Programme submitted at DHET but the University was advised to prepare a detailed business plan to accompany this application
Bachelor of Social Work	3 October 2017	Programme submitted to the Professional Board and few conditions from the Board are being attended to
Master of Consumer Science	-	Programme sent to DHET 6 November 2017
Higher Certificate in Marketing	-	Programme sent to DHET 11 October 2017

The Faculty has used the expertise of an external consultant, who has just been confirmed as an UNIZULU employee, to assist the department with the re-circulation process according to the Nursing Council of South Africa (NCSA). The department is ready to send the NCSA submission to the statutory bodies of the Institution for internal approval. The Department is also working with Quality Assurance and Teaching and Learning Centre in fulfilling the DHET, SAQA and the CHE requirements for programme accreditation.

The University submitted to CHE the intention to revive several category C programmes, which will be addressed in 2018.

SIGNIFICANT DEVELOPMENTS AND ACHIEVEMENTS IN TEACHING AND LEARNING

The teaching development grant and the research development grants were phased out in 2017 to be replaced with the University capacity development grant, as a result of which the University was required to develop a teaching development grant phase out plan as well as the proposal for the University Development Grant. The teaching development grant phase out plan was concluded and the proposal for the University Development Grant was also developed and approved by the DHET. In addition to the proposal for the

University Capacity Development Grant, teaching and learning submitted a proposal for the university capacity development programme linked collaborative project proposal for the University staff doctoral programme in collaboration with Rhodes University, Durban University of Technology and Pennsylvania State University. In 2017, establishment of the First Year Experience was approved by Senate and this will require organisational arrangements to be made in 2018 and beyond.

Faculty of Arts

At its meeting held on 3 October 2017, Council approved the following programmes from the Faculty of Arts:

- Bachelor of Arts in Music
- Bachelor of Social Work
- Bachelor of Arts in Psychology
- Bachelor of Arts in Psychology (honours)
- Bachelor of Arts in History (honours)

The programmes have since been submitted to DHET for PQM clearance. The Faculty of Arts convened its 8th annual faculty conference. The theme of this year's conference was "Decolonisation of knowledge production and dissemination in the humanities and social sciences. The conference, which brought together students and academics from UNIZULU and beyond, ran from 18 October 2017 to 20 October 2017 at the Science Centre, Richards Bay. Prof. Kwesi Prah (Director

of the Centre for Advanced Studies of African Society) and Prof. Vuyisile Msila, Head of the Institute of African Renaissance Studies at UNISA), who are some of the top ranking scholars of decolonisation studies in South Africa, served as keynote speakers. Prof. Prah's Centre for Advanced Studies of African Society has expressed interest in publishing a subsidy-earning book out of the conference.

The Department of Information Studies hosted its 18th annual conference from 6-8 September, 2017. The theme was 'Trends in the management of e-content in the digital era'. The conference brought together academics, students, researchers and knowledge and information professionals.

Three PhD students were awarded SAHUDA/NIHSS scholarships to the tune of R132 000.00 per student per annum as follows:

- Ms S. Ngcobo: Department of Sociology
- Mr M. Mqayi: Department of Sociology
- Mr J. Guambe: Department of Sociology

Two members of staff in the Faculty have been successful in applications for the Teaching Advancement at University (TAU) for the 2018-2019 cycle. The staff are:

- Dr M. Zikhali (female, South African): Senior Lecturer in the Department of Sociology; and
- Dr N. Evans (male, South African): Senior Lecturer in the Department of Information Studies.

Mr G.J. Zondi, lecturer in Communication Science, received a prestigious award – Indondo – the 2017 annual inheritor's community achievement award for the best radio broadcast journalism and production. The award was a recognition of Mr Zondi's hard work and high quality of the production of his TV and radio programmes.

Dr T. Kalusopa, Senior Lecturer in the Department of Information Studies, received C3 NRF rating. The award of the rating will be effective from 1 January 2018.

Faculty of Commerce, Administration and Law

The Department of Accounting and Auditing, in collaboration with the South African Institute of Chartered Accountants (SAICA) through its transformation vehicle (Thuthuka Upliftment Bursary Fund) held an award ceremony for the BCom (Accounting Science) students on the 12 May 2017 based on the 2016 academic year. The purpose of the award ceremony was to inspire

and motivate students by demonstrating to them that excellent performance is noticed and rewarded. The top three students in all the modules were given certificates and a small gift, in addition, the overall top student per level of study was given a trophy and a gadget.

The event was well organised and was attended by highly respected professionals in the Chartered Accountancy (CA) profession. One of them was the keynote speaker (Ms Sindi Mabaso-Koyana CA (SA)), who delivered an inspirational speech to students. The other attendees were the UNIZULU staff, SAICA representatives, Bankseta representatives and the parents of the students who were graduating on the day. The awards ceremony was also used as a way to reflect on the journey that the University has undergone with SAICA towards trying to attain accreditation for the BCom (Accounting Science) degree. All the stakeholders further committed themselves to ensuring that this partnership and initiative is sustained into the near future as this will help to ensure that we are feeding more black chartered accountants into the system.

The Department of Public Administration hosted the 17th South African Association of Public Administration and Management (SAAPAM) Annual Conference at the Umfolozi Tusk Casino, Empangeni from 3-5 May 2017. The theme of the conference was titled 'Ramifications of Public Ethics, Public Accountability and Public Service Delivery: National and International Prism'. Delegates and representatives attending the conference were academics from various South African higher learning institutions and public and private organisations as well as other African states. One of the speakers for the opening was Chief Director of Policy and Development support in the Department of Higher Education and Training, Chief Mabizela.

Faculty of Education

The Faculty of Education hosted a Scholarship of teaching and learning workshop that was facilitated by Prof. Pauline Mudzielwana from the University of Venda who is a specialist in the area. The workshop took place from 28-29 September 2017. The Faculty of Education initiated a project on Scholarship of Teaching and Learning (SoTL) titled: Scholarship of Teaching and Learning: Establishing Connections and Conversations within and across Faculties. Through this project the Faculty of Education seeks to engage in Scholarship of Teaching and Learning to improve the quality of teaching and learning on a continuous basis.

Seventeen academic staff members attended the 44th annual Southern African Society of Education (SASE) International Conference, which was held at the Phakalane Golf Estate Hotel Resort: Gaborone – Botswana from 4-6 October 2017. The theme of this conference was: Sustainable Development Goals (SDGs); Implications for Education Policy and Practice. Support from the Research Office and the Faculty of Education made it possible for the staff members to attend the conference. This is part of the initiative to promote research culture in the Faculty.

Attendance of the conference was made possible by support. A total of 24 papers in the field of education were presented at the conference. Following this conference, two research writing workshops were held to convert the papers presented at the conference into research articles. Papers presented at the conference were well received and contributed to academic debates that were interesting and thought provoking. The academic staff members expressed gratitude to the University for being afforded the opportunity to attend the conference.

A team of three senior academic staff members (Prof. Kutame, Prof. Maphalala and Prof. Nzima) in the Faculty of Education conducted a research writing workshop, which was attended by 15 academic staff members as part of a research capacity building programme for emerging scholars. It was a week-long research writing retreat, which took place at Bonamanzi-Hluhluwe Game Reserve from 13-17 October 2017. The emerging scholars benefitted from this intensive, interactive hands-on training during which they developed their own manuscripts with the goal of submitting them to scholarly journals for publication within three to six months of completing the workshop. Participants carried a draft concept paper for conversion to a manuscript. The emerging scholars expressed gratitude for the opportunity given to be assisted to harvest papers from previously collected data and turn these into journal articles. At the end of the workshop, participants felt that such workshops should be conducted at least twice a year to ensure that research output is increased in the University.

Faculty of Science and Agriculture

The Faculty has used the expertise of an external consultant, who has just been confirmed as a UNIZULU employee, to assist the department with the re-circulation process according to the Nursing Council of South Africa (NCSA). The department is ready to send the NCSA submission to the statutory bodies of

the institution for internal approval. The Department is also working with Quality Assurance and Teaching and Learning Centre in fulfilling the DHET, South African Qualifications Authority (SAQA) and the CHE requirements for programme accreditation.

The Department of Physics and Engineering has initiated an Astro-Club for both staff and students, which is not limited to the university community alone. This has attracted communities as far as Durban. The Department is disseminating astronomy information through printed media for the benefit of a wider community.

In July 2017, five of the Physics undergraduate third-year students were selected to attend the National Astrophysics and Space Science Programme (NASSP) programme that was held at the South African Astronomical Observatory (SAAO) in Cape Town. They conducted astronomy simulations and also went to the Southern African Largest Telescope (SALT), the biggest optical telescope in the southern hemisphere, in Sutherland (Northern Cape) for night observation and data collection. It was a major achievement for the students as far as teaching and learning is concerned.

Modes of Delivery

The most common delivery mode for large classes at UNIZULU is the traditional form of university teaching that includes lectures, tutorials and practicals, and with some blended learning with technology enhanced forms of module or class delivery. The most common format includes weekly lectures accompanied by weekly tutorials and practicals.

At the University, lecturers and students have been trained on Moodle, the eLearning platform. Nearly 90% of staff have introduced their classes to eLearning via Moodle in one way or another, however, the percentage of academics who are utilising the eLearning platform in greater depth and breadth, making use of a significant number of features and modules of the platform, is increasing steadily, indicating the growing appetite for eLearning. The drive to convert eLearning aliens among staff to eLearning natives is, therefore, switching gradually from basic introductory participation, such as mounting teaching notes, to greater depth where a number of modules of the platform are used in an increasing variety of teaching and learning activities. One of the four ethically approved research projects involves the evaluation of the usage and impact of eLearning at the University, benchmarking with two other Universities in South Africa.

LEVELS OF ACADEMIC PROGRESS IN DIFFERENT DISCIPLINES AND LEVELS OF STUDY

In this report, pass rates are used as the indicator of academic progress in different disciplines and levels of study. In the Faculty of Arts, the average pass rate was 87%. In the Faculty of Science and Agriculture, the average pass rate was 78%. In the Faculty of Education, the average pass rate was 91%. In the Faculty of Commerce Administration and Law, the average pass rate was 82%. The data on average pass rates in different faculties is listed in Table 21.

Table 21: Average Pass Rates (2017)

FACULTY	PASS RATE
Arts	87
Science and Agriculture	78
Education	91
Commerce, Administration and Law	82

AWARDS AND ACHIEVEMENTS

To promote excellence in teaching and learning, the University conducts annual teaching and learning

excellence awards. The Vice-Chancellor Excellence in Teaching Awards are a national strategic initiative aimed at recognising excellence in teaching. The awards were established in 2009 as a collaboration between the CHE and the Higher Education Learning and Teaching Association of South Africa. The purpose of the awards is to honour, recognise and reward individuals who have achieved excellence as teachers. In order to compete for these awards, academics were encouraged to compile a teaching portfolio in order to showcase their excellent teaching and learning practices. Subsequently, an advert went out to the academic community inviting participation in the programme. As a result, ten academics in different categories, i.e. emerging, developed and distinguished academics, have submitted their nominations. The Teaching and Learning Centre has had ongoing communication with the potential participants. Since academics will be required to compile a teaching portfolio, the Teaching and Learning Centre has formed a working arrangement with Quality Assurance to work on the other part of the programme, i.e. student and lecturer evaluations. In addition, the Teaching and Learning Centre has also conducted a one-day information sharing session on the awards, followed by a two-day capacity development workshop with all potential candidates for the awards.

Table 22: Award Nominations

FACULTY OF ARTS (6)	FACULTY OF EDUCATION (2)	FACULTY OF SCIENCE AND AGRICULTURE (1)	FACULTY OF COMMERCE, ADMINISTRATION AND LAW (1)
Neil Davies Evans	Berrington Ntombela	Paul Tarwireyi	Lucky E. Asuelime
Avashni Moonasamy (Reddy)	Maria Sewela Mabusela		
Mike Reddy			
Christopher Afoke Isike			
Mandla Mfundo Masuku			
Nompumelelo B. Zondi			

To qualify for the Vice-Chancellor Excellence in Teaching Awards, candidates had to attend research workshops on and take active part in scholarship of teaching and learning research. For each category, there are three winners and each will receive prizes. The prizes for the Vice-Chancellor's Excellence in Teaching Awards are allocated to a research account of the candidate and used for research purposes only. However, as a once-off measure used for the inaugural Vice-Chancellor's Awards, a portion of the prizes were available for encashment for those candidates who wished to take advantage of the encashment option. These prizes are intended to be incentives for scholarship of teaching and learning research and for general improvement of teaching practice.

Table 23: Award Prizes

CATEGORY	PRIZE	ENCASHMENT	QUALIFYING SCORE
Winner	50 000	5 000	80%-100%
First runner-up	30 000	4 000	65%-75%
Second runner-up	15 000	2 000	50%-64%
Third runner-up	500	-	*

* NB: A runner-up in this case is a nominee that has excelled in one area of the criteria. The Faculty evaluation panel will make this determination.

The Teaching and Learning Centre, as the custodian of staff academic development, was given the mandate to champion the Vice-Chancellor Excellence in Teaching Awards as part of the academic staff development programme. To this end, a Teaching Portfolio structure was compiled and submitted to internal academic structures as a consultative measure and also for recommendation to the Senate Teaching and Learning Committee. The proposal for the Vice-Chancellor Excellence in Teaching Awards was finally approved by Senate on 23 June 2016 after several presentations to different internal structures of the University.

OUTPUTS PRODUCED

One of the significant outputs produced in 2017 was the set of papers presented at the second Teaching and Learning Conference, which featured more than sixty papers from South Africa and abroad. The proceedings were produced and many of these papers are prepared for publication in peer reviewed journals in terms of the terms of reference of the conference.

WORKING WITH INDUSTRY AND COMMUNITY ENGAGEMENT

The programme and qualification mix of the University is evolving in response to a number of factors: its national classification as a comprehensive University, which requires the development of new University of Technology types of programmes in response to technical and vocational industry needs, as well as general requirements of professions and other workplace demands in areas where the University is training and graduating students. A new policy on community engagement in teaching and learning was developed to facilitate the processes of engaging industries for the purpose of influencing teaching and

learning in diverse areas, including curriculum, teaching methods, workplace learning models, entrepreneurship and graduate attributes. In addition, a framework for graduate attributes was developed so that the graduate characteristics required by the various industries are incorporated in the quality enhancement and assurance activities of teaching and learning.

CENTRES

In 2017, the Centre for Sustainable and Integrated Rural Development was afforded a major breakthrough when the Department of Agriculture and Rural Development signed the memorandum of agreement with the University and transferred a tranche of R3 million, adding to the University's own contribution of R2 million to provide the foundational funding for the establishment of the Centre. An operational budget was agreed for implementation of the approved business plan and the initial procurement processes commenced.

SPECIFIC PROJECTS

HDI Grant Academic Support

The introduction of Higher Education Data Architecture (HEDA) to the University will enhance the processes of teaching and learning, research and innovation, community engagement and also leadership, management and administration. In teaching and learning, the three focus areas are tracking of courses, tracking of students and cohort analysis. HEDA will also prove its worth within the teaching and learning environment in that it is used to standardise the structure of student performance reports as management information system tools for senate and other academic decision-making processes. In addition, the system has modules that can enable the University to obtain detailed data in an integrated manner from the following core modules on Integrator 3: Curriculum, Applications, Enrolment Quotas, Qualification Enrolments, Subject Enrolments, Bursaries, Residence, Graduates, Staff, Budget and Actual Financials. Furthermore, because IDSC has acquired the license for national Higher Education Information Management System (HEMIS) data, it will be possible to generate information on most of the national higher education performance indicators for benchmarking. The University will use standardised dashboard views for performance indicators of interest in the management of academic performance at all levels.

University Staff Doctoral Programme

This project brings together three South African and two American universities to address the objectives of enhancing the doctoral pipeline and developing collaborative professional development opportunities for staff of higher education institutions in South Africa and the United States. The project focuses on higher education itself: it looks at (i) How we might best develop our academic staff to teach in ways that are socially inclusive and which attend to retention and throughput targets, and (ii) How we can grow postgraduate education nationally in ways that attend to both the private and public good. These two project streams combine to address the The University Capacity Development Programme (UCDP)/The University Staff Doctorate Programme (USDP) objectives through the research being undertaken in the project, which will provide shared insights and development in the three South African universities during and beyond the project, and through the graduation of ten academic staff with PhDs.

The New Generation of Academics Programme

The Staffing South African Universities Development Programme is designed as a support programme that will assist in meeting the development needs of emerging scholars, nGAP scholars and existing or supplementary staff who might participate in certain elements of the programme. The New Generation of Academics Programme involves the recruitment of highly capable scholars as new academics against carefully designed and balanced equity considerations and in light of the disciplinary areas of greatest need. It was envisaged to be the biggest programme within the Staffing South African Universities Framework. The New Generation of Academics Programme was implemented with the advertisement for the first intake of 125 posts placed in the Mail and Guardian newspaper on 29 May 2015 and in the Sunday Times newspaper on 31 May 2015. Universities also advertised individually in the media of their choice and on their websites. One of the most important features of the programme is that successful applicants are appointed into permanent posts firmly factored into long-term staffing plans right from the outset, and appointments are governed by contracts that clearly spell out the expectations, obligations, roles and responsibilities of the employing university and of the

newly appointed academic. The scheme is recurrent, and successive cohorts of appointees are taken on at intervals that are determined by the availability of funding.

COLLABORATIONS/PARTNERSHIPS

The University continues to collaborate informally with Mangosuthu University of Technology with regards the Teaching and Learning Conference, and this informal collaboration has expanded to include Rhodes University through Dr Chrissie Boughey, Deputy Vice-Chancellor, Academic and Student Affairs; University of the Witwatersrand through Professor Andrew Crouch, Deputy Vice-Chancellor: Academic; and University of Brighton in England through Professor Gina Wisker, Head of the Centre for Learning and Teaching and Professor of Higher Education and Contemporary Literature. The formal collaboration with Appalachian State University continued advancement of projects such as the development of the Bachelor of Music and a student exchange in teaching practice.

QUALITY

At national level, the University submitted comprehensive reports for both phase 1 and 2 of the national Quality Enhancement Project to the Council on Higher Education. As part of the preparation for the next round of institutional quality audits, a working group was set up by the CHE to help draft the plan for the next round of institutional quality audits. The Deputy Vice-Chancellor was part of the Institutional Audits Working Group.

At institutional level, the University embarked on quality reviews of academic programmes, departments and units. The project was divided into three annual phases: 2017-2019 to cover the entire programme and qualification mix and all departments and units. In order to enhance this process, the University reviewed the Policy and Procedure for Programme Management and the guidelines thereto. At academic departmental and faculty level, all departments implicated in Phase 1 completed review action plans with six goals: development of self-evaluation reports; dispatch of self-evaluation reports to panel members; preparation and a site visit for the review; receipt of the self-evaluation reports; development of the Improvement Plans and implementation of Improvement Plans. All 2017 reviews are coming to an end in February and March 2017, opening the way for the 2018 reviews.

TEACHING AND LEARNING PRACTICE

The teaching and learning strategy was reviewed with a strong emphasis on technology enhanced teaching and learning, and this was emulated in the teaching and learning conference where student-led innovations in teaching and learning took centre stage. The University continued with the Devices for Students Project, albeit under trying circumstances of procurement and general usage of the devices by students. This will be addressed through a deeper expression of technology to enhance teaching and learning in methodologies and learning guides.

SIGNIFICANT DEVELOPMENTS AND ACHIEVEMENTS IN RESEARCH

The year under review was a year of considerable improvement to mixed developments, with simultaneous progress in staff and post-graduate (PG) research capacity development projects. A successful consultative process on the research policies development front, marked by the final approval of the institutional research strategy, the research niche area policy, as well as the instrumentation policy towards the end of the year – were the marks of greater achievement. The establishment of the Community Engagement Office, effected by the appointment of its manager in August, together with the approval of the Internationalisation Office and the resumption of the appointment process for the Internationalisation Office manager, inroads in the formalisation of the DrumAide incorporation into UNIZULU administration structures, suggests that UNIZULU is indeed serious about its commitment to 'restructuring for relevance'. Indeed, the unprecedented developments in postgraduate student NRF grants, NRF staff research projects, industry partnerships, TIA and EdTIA seed funding grants, as well as new EU Mundus and international collaborative projects marked an upward shift in the research and innovation trajectory in this year. Consistency in research publications and related subsidy income, advances in technology transfer (TT) patents disclosures, notable patents registrations on strategic international markets, and growth in PG (Masters and PhD) throughputs, describe UNIZULU as a university on the rise. Notable development in a number of additional research policy frameworks, guides and processes continued to unfold at an increasing rate in 2017, with a myriad of additional forward looking policies in the approval pipeline in 2018. In particular, a PG Charter, inaugural Address Policy, Sabbatical Leave Policy, and the Niche Area Review Policy in the final

stages of the approval process at the end of 2017, clearly describes 2017 as a year of positive beginnings. It reflects a positive basis upon which the strategic direction of the University can be channelled to even greater heights in the medium to long term.

Growing Local and International Collaborations

UNIZULU continues to integrate into wider academic, industrial, governmental, scientific and societal collaborative linkages across the local, regional, national, continental and global networks. The new EU Mundus sees academic collaborations with over 12 academic institutions globally since 2015. In this sequence, a recently approved EU STINT collaborative project in 2017, as well as an EDTIA and a couple of R1 million seed funding grants for researchers in the Faculty of Science, illustrate this point. In effect, an invitation by the eThekweni Municipality in June, and the continued participation of the Research Office in the KZN Office of the Premier advisory initiative, as well as the visits by the Pan African University delegation (accompanied by DST and DHET) on 21 July 2017, and an upcoming initiative to establish a Bio-Fuels centre of excellence at UNIZULU – vindicates our newly found optimism in UNIZULU research.

Research Committee Work and Related Grants

The Research Committee registered nine departmental research projects at its meeting held on 4 April 2017 and a further nine projects were approved at its meeting on 9 June 2017 for various departments. The committee also approved funding for applicants amounting to R20 000.00 to attend the European Conference on Information Literacy in Botswana. Several national conference attendances amounting to R121 800.00 were approved during the year under review. The Research Committee funded a total of 22 applicants (including postgraduate students) to attend international conferences amounting to R955 833.00 during the year under review. The Hydrology Department and Mathematics Department received R42 00.00 and R30 303.00 funding respectively to host a visiting lecturer. Funding was also approved for 235 higher degree projects amounting to R2 981 217.00. Departmental project funding for 29 projects amounting to R951 837 was also approved as well as the hosting of three conferences amounting to R190 000. Sabbatical funding totalling R394 041.00 was approved for Professor M.O. Adigun and Dr M. Matadi. The committee

also approved one short visit abroad amounting to R55 729.00. The Research Committee funded one application for the purchase of a denaturation gradient gel electrophoresis in an amount of R229 088.00, as requested by the Department of Biochemistry and Microbiology.

Student Bursaries

The objective of student bursaries is to assist postgraduate students with funding opportunities that are available to further their studies. However, NRF is the main source of funding that the University's postgraduate students rely on to support and fund their studies. The processing of NRF funding applications involves screening of internal and online applications, submissions of annual progress and signed conditions of the grant.

As from January to September 2017, the NRF allocated 165 bursaries/scholarships to UNIZULU students in different categories. Recently, another opportunity was given to the Institution to nominate more students who do not have any financial support at Honours, Masters and Doctoral level. The University awaits the outcome from the NRF to know the number that can be awarded for the second opportunity. Below, is an outline of the number of applications received, as well as a number of those nominated for submissions to NRF for approval.

Table 24: PG Student Bursaries

TYPE OF BURSARY	NOMINATIONS
Honours Innovation	15
Honours Freestanding	15
NRF/NASFAS	21
Masters Freestanding	25
Doctoral Freestanding (no application received)	-
Number of applications received and submitted to NRF	76

Tables 25 to 27 give an indication of the total allocation in 2017.

Table 25: Category Honours Block Grant

CATEGORY	NUMBER OF AWARDS
NRF Innovation	28
NRF Freestanding	44
NSFAS	11
NRF SA Institute for Aquatic Biodiversity (SAIAB)	3

Table 26: Category Masters Block Grant

CATEGORY	NUMBER OF AWARDS
NRF Innovation	10
NRF Freestanding	30
NRF Scarce Skills	18
NRF SA Institute for Aquatic Biodiversity (SAIAB)	4

Table 27: Category Doctoral Block Grant

CATEGORY	NUMBER OF AWARDS
NRF Innovation	1
NRF/DAAD	3
NRF Scarce Skills	10

Table 28 contains information on awards, scholarships and bursaries received from the NRF during 2017.

Table 28: Awards, Scholarships and Bursaries

INVESTMENT AREA	TOTAL AWARD	TOTAL RELEASED	TOTAL PAID
Applied research and collaboration	0.00	0.00	0.00
Human and infrastructure capacity development	16 241 006.00	16 241 006.00	15 871 006.00
International relations and cooperation	312 000.00	312 000.00	312 000.00
Research chairs and centres of excellence	5 084 188.99	5 084 188.99	5 084 188.99
Strategic knowledge fields	1 492 491.65	1 492 491.65	1 492 491.65
Strategic platforms	17 180 000.00	11 913 000.00	11 913 000.00
TOTALS	40 309 686.64	35 002 686.64	34 472 686.64

Research Ethics

The purpose of the research ethics and integrity function is to facilitate institutional compliance with various national and international statutory provisions of respective ethics regulatory bodies. This is achieved by ensuring, through various administrative and committee support functions, ethical awareness and adherence to ethical codes of practices among the UNIZULU research community. The following developments were carried out during the year under review:

- A policy review workshop was conducted in 9 March 2017 to review (ethics policy, plagiarism policy and all the ethics forms/guides) by the UZREC;
- On 28 February 2017, completed and submitted Annual report to the National Health Research Ethics Council (NHREC), as part of the accreditation requirements for UZREC;
- Accredited training for all Animal Research Ethics Committee members was scheduled for 30 and 31 May 2017, planning and preparations are underway;
- Plagiarism awareness week scheduled for 5-9 June 2017 is being planned by the Research Office and the Library Services;
- A series of policy review meetings were held at uMfolozi Casino in April 2017, where the UZREC

conducted a full day policy review workshop (ethics policy, plagiarism policy and assessment guide). These policies are due to be circulated to faculties for review and comment;

- In 18 May 2017, Prof. G. De Wet as a Chairperson of University Research Ethics Committee, Prof. Leon Vivier as a Chairperson of Animal Research Ethics Committee, and Mr Manqele as UNIZULU REC Coordinator, attended an annual meeting with the National Health Research Ethics Council at the National Department of Health head office in Pretoria to discuss the new policies, procedures and processes that were passed by the National Minister in governing Research Ethics in March 2016 and published in the National gazette. As a registered/ accredited REC, we were invited to attend the meeting and the new regulations are being implemented at the University across faculties, including training;
- As part of establishing a registered and accredited Animal Research Ethics Committee at the Faculty of Science and Agriculture, a two-day training was hosted on 30-31 May 2017 by Dr Brett Mohr, who is a Director: Scientific Veterinary Consulting (Pty) Ltd, a registered Animal Research Ethics company. Certificates were issued to participants;

- An organisation specialist for animals from the SPCA was appointed in order to improve the function and processes of the University's animal facilities;
- A standardised form has been created for all REC members to use when reviewing each proposal; this form helps each REC member to review the research project in detail according to the requirements and guidelines by the REC. The Chair gives each member separate proposals to review using this form and to come to the meeting to present the findings and recommendation,s which will help develop the student;
- On the 5-9 June 2017, the Research Office hosted a successful week-long plagiarism awareness campaign, which was conducted in partnership with library services. The week had a series of workshops (Endnote, stay away from plagiarism and turnitin), postgraduate student debates and guest lectures; and
- One of the important regulations that UNIZULU REC is working on in 2017 is to improve the monitoring process when ethical certificates have been issued. Each certificate is valid for a certain period of time depending on the time schedule of the research. Each principal investigator is required to write a report that will be monitored at faculty level by the Deputy Deans, then forwarded to the Unizulu REC for extension or noting annually. An online system is being set up in partnership with the department of Institutional Planning in order to improve quality assurance.

Postgraduate Studies

Research assistant positions are one of the ways for the Research Office to train and mentor PG students about research management and administration and give them skills and experience. Four research assistants have been appointed, which has improved the level of research administration at faculty level. A new method is employed of Higher Degrees Committee letters being issued in order to enable students to be able to submit required documents to the examination section and for them and their supervisors to be aware of the status of their application.

Research Proposal Writing workshops, conducted through the Training and Development Office, were held

on 19-20 April 2017 and facilitated by Prof. Kappo and Prof. Kaseeram to assist new and struggling postgraduate students in getting their proposal up and running. The SPSS workshop was also held on 24-25 and 26 July 2017 to support postgraduate students in a three-day training, conducted by Mr Sizwe Zondo from Rhodes University. Grant proposal writing workshops were held on 29-30 May and 29 June to assists students, and workshops were facilitated by Prof. A. Kappo and Dr Ngubane and Ms Ysoane (NRF). A supervision workshop was held on 25-26 and 27 July 2017 facilitated by the Centre for Higher Education Research, Teaching and Learning (CHERTL), Rhodes University to improve the current supervision experience at the University for better supervision and understanding.

The online application system that will assist postgraduate students to check their progress report from each committee and paperless meetings within committees is still in progress. The Research Office has requested that the Library Services improve the PG students' workplace (commons, internet access, library trainings) and the office has requested the Office of the Registrar to improve the examination process of all PG students. Several meetings held between May and June 2017 with the Postgraduate Student Association on issues pertaining to their student experience at the University and majors have been held to handle each one of them.

Training and Development

The Training and Development Unit of the Research Office conducted numerous activities focused on training and development during the year under review, which is set out in Table 29. Training and Development focused on the following areas throughout the year;

- Improve PG supervision through training programmes and seminars for supervisors;
- Increase research capacity development programmes for PG students;
- Improve research culture through engagement with internal and external structures;
- Improve grant holding success among UNIZULU researchers; and
- Introduce capacity development and support for experienced researchers.



Table 29: Training and Development

DATE	EVENT	FACILITATOR
5 April	Postgraduate Induction	Research Office Team
19-20 April	Understanding and Developing Research Proposal	Prof. Kaseeram and Kappo
2-4 May	RWR G Workshop 1	Dr Lickindorf and Barer
16 May	World IP Day	
17-18 May	Understanding and Developing Research Proposal	Prof. Kaseeram and Kappo
23 May	NRF Institutional Visit	NRF Team
29-30 May	Postgraduate Studies: NRF Grant Proposal Writing	Prof. Kappo
30-31 May	Animal Ethics Workshop	
19-20 June	Plagiarism Awareness Opening	Research Office and Library
19-20 June	PG Capacity Development	Dr L. Cassim
26-28 June	Research Data Management (RDM)	UCT Lis
11-14 July	Introduction to Qualitative and Quantitative Research Design	Rhodes University
20-21 July	Research Questionnaire Design	Mr S. Zondo
24-28 July	RWR G Retreat	Dr G. Baker and Dr E. Lickindorf
24-26 July	SPSS	Mr S. Zondo
25-27 July	PG Supervision (Phase 1)	Rhodes University
14-16 August	PG Capacity Development	Dr L. Cassim
22-24 August	SPSS	Mr. S Zondo
12-14 Sept	PG Supervision (Phase 3)	Rhodes University

Post-doctoral Fellow Appointments

No new post-doctoral fellows were appointed during the year under review and the list of post-docs as contained in Table 29 remains unchanged from previous reporting. Post-doctoral application calls for 2017 were closed on 30 June 2017 and the shortlisting and selection process commenced at faculty level. A total number of 12 candidates (predominantly South Africans) were meant to be appointed; this will assist in improving the University research output. However, a low response rate from South Africans delayed the appointment until early 2018.

Table 30: Details of New Post-doctoral Appointments and Distribution

FACULTY	DEPARTMENT	NAME	NATIONALITY	GENDER	MENTOR
Science and Agr	Chemistry	Dr Sixberth Mlowe	Tanzania	Male	Prof. N. Revaprasadu
Science and Agr	Chemistry	Dr Mokgaotsa Jonas Mochane	RSA	Male	Prof. T.E. Motaung
Science and Agr	Physics	Dr Steven Solethu Nkosi	RSA	Male	Prof. M.O. Ndwandwe
Science and Agr	Human Mov. Science	Dr Sunday Olawale Onagbiye	Nigeria	Male	Dr K. Bahdur
Science and Agr	Hydrology	Dr Abimbola Motunrayo Enitan	Nigeria	Female	Prof. J. Simonis
Science and Agr	Mathematics	Dr Vijay Singh	India	Male	Prof. A. Beesham
Science and Agr	Agriculture	Dr Brian Muroyiwa	Zimbabwe	Male	Dr M.M. Sibanda
CAL	Economics	Dr Victor Taiwo Ojapinwa	Nigeria	Male	Prof. D. Tewari
CAL	Business Management	Dr Alexander Maune	Zimbabwe	Male	Prof. I. Kaseeram
CAL	Public Administration	Dr Adeoye O Akinola	Nigeria	Male	Prof. I. Kaseeram
CAL	Public Administration	Dr Andrew E Okem	Nigeria	Male	Prof. D. Tewari
Arts	History	Dr Gillo Momo Lekane	Cameroon	Male	Prof. H. Simelane

The uptake did not match the demand for Post-doctoral Fellows across faculties due to limited funds. Efforts are being made to address the need in the foreseeable future and part of the Research Development Strategy is to increase this number every year, to at least 10 Post-doctoral Fellows per faculty by 2021.

Outputs Produced

The latest official research output statistics that are available are those for 2016. The preliminary (unofficial) indicator for publication units per I/R staff for 2017

is 167.05 units (for journal publications only). This figure is expected to grow when all 2017 publications are considered, which includes journals, books, book chapters and conference proceedings. The official data will only be fully available in May 2018. The awarding of research output units for accredited publications will only be known in December 2018/January 2019.

Technology Transfer

The table below highlights the UNIZULU technology transfers for the year under review.

Table 31: UniZulu Technology Transfer Activities – 2017

DATE	ACTIVITY	HOST	FACILITATOR/PRESENTERS/ ATTENDEES
7 Feb 2017	Biofuels Incubator Pitch or hosting opportunity	UNIZULU Research and Innovation Office	Mr Charles Siphugu (Biofuels Incubator) Mr Sani Gumede (TIA) Prof. N. Mlitwa (UNIZULU) Ms N. Lundall (UNIZULU) Researchers (UNIZULU)
14 Feb 2017	TIA visit (TIA delegation)	UNIZULU Research and Innovation Office	DVC Research, Director Research and Ms N. Lundall (UNIZULU) Researchers (UNIZULU)
24 Apr 2017	KZN-EDTEA Steering Committee Meeting – Technology Transfer Fund	UKZN InQubate	KZN EDTEA Team Ms N. Lundall (UNIZULU)
7 Mar 2017	TIA Seed Fund final processing/invoice for 2017 sent	UNIZULU Research and Innovation Office	Ms N. Lundall (coordinator)
7 Mar 2017	KZN-EDTEA Fund – final processing/invoice for 2017 sent	UNIZULU Research and Innovation Office	Ms N. Lundall (coordinator)
8 -12 May 2017	NIPMO Innovation Policy Workshop in Stellenbosch	NIPMO	Ms N. Lundall (attendee)
22 -25 May 2017	SARIMA Annual Conference	Namibia	Ms N. Lundall (attendee)
31 May 2017	Application deadline – KZN EDTEA Technology Transfer Fund (internal deadline)	UNIZULU Research and Innovation Office	Ms N. Lundall (Coordinator)
12 Jun 2017	Submission – KZN EDTEA Technology Transfer Fund	KZN EDTEA	Ms N. Lundall (Coordinator)
15 Jun 2017	Innovation Committee Steering Meeting	UNIZULU Research and Innovation Office	Postponed to a later date
15 Aug 2017	Innovation Bridge Preparatory Training	TIA/Innovation Hub, Pretoria	TIA/DST/Ms N. Lundall (attended)
23 Aug 2017	Innovation Committee Steering Committee Meeting	UNIZULU Research and Innovation Office	Chair: DVC Research/TIA/UNIZULU Committee Members
14 and 15 Sep 2017	Innovation Bridge	Gallagher Convention Centre	TIA/DST/Ms N. Lundall/Researcher (attended)
6 Oct 2017	Submission – EDTEA Quarterly Reports	KZN EDTA	Ms N. Lundall (Coordinator)
24 Oct 2017	KZN-EDTEA Tech Transfer Fund 'Terms of Reference Discussion'	KZN EDTEA/UKZN InQubate	Ms N. Lundall (Coordinator) – attending
25 Oct 2017	TIA Seed Fund KZN workshop	TIA offices, Durban	Ms N. Lundall (Coordinator)

IP Workshops/Events

Table 32 below displays the workshops/events related to IP during the year under review.

Table 32: Workshops/Events

DATE	ACTIVITY	HOST	FACILITATORS/ATTENDEES
6 April 2017	Horizon 2020 and ESTAP 2020 'Open Science Workshop'	UNIZULU Research and Innovation Office	Ms T. Matubatuba (DST) Mr A. Masemene (DST) Dr S. Moodley (DST) Dr S. Bulani (SAAF)
16 May 2017	CIPC – IP Awareness and Information Sharing Session for researchers and post-graduates	UNIZULU Research and Innovation Office	Mr Mojalefa Khoza (CIPC) Ms N. Lundall (UNIZULU) Prof. N. Mlitwa (UNIZULU) Students and Researchers (UNIZULU) Prof. N. Mlitwa (UNIZULU) Ms N. Lundall (UNIZULU) Students/Researchers UNIZULU
27 July 2017	Innovation and Entrepreneurship through Waste (Waste Management Workshop)	UNIZULU Research Office and Consumer Studies	Prof. U. Kolanisi (UNIZULU) Students and Researchers (UNIZULU) Prof. N. Mlitwa Ms N. Lundall (UNIZULU) Nokubonga Mnyando (Uthando Trading) Belinda Booker Petco Recycling Co.
12 Sep 2017	IP Day	UNIZULU Research and Innovation Office	Spoor and Fisher, KZN, ROTT, Director Research and Ms N Lundall (UNIZULU) Researchers (UNIZULU)
12 Oct 2017	IP, Tech Trf Workshop – Day 3: Entrepr. Bootcamp)	UNIZULU Research and Innovation Office (at Protea Hotel Empangeni)	Ms N. Lundall (Coordinator)

IP Disclosures/Registered Patents

Table 33: IP Disclosures/Registered Patents

TITLE	INVENTOR/PROJECT LEADER	DEPARTMENT	STATUS
The Synthesis of Core/Shell Metal-Semi-conductor Nano-Materials (Drug Delivery System)	Prof. N. Revaprasadu and Dr R. Dunpall	Chemistry	US National Phase Patent/TIA funded
Smart Drive (software)	Dr P. Mudali	Computer Science	PCT Filing/KZN-EDTEA Funded
<i>Amaranthus Cruentus</i> L Biscuit	Prof. U. Kolanisi	Consumer Science	Trade Secret/KZN EDTEA Funded
Development of Green Brick from Sugarcane Ash and Industrial Waste	Dr L. Linganisio	Chemistry	Disclosure/TIA Funded
Manufacturing of Biodegradable Egg Cartons from Polyactic Acid	Prof. T. Montaung	Chemistry	Disclosure/TIA funded

Technology Transfer Funding Applications

Table 34: KZN-EDTEA: KwaZulu-Natal Economic Development, Tourism and Environmental Affairs

PROJECT APPLICANT	DEPARTMENT	STATUS	
Waste to Profit	Dr L. Linganiso	Chemistry	Pending outcome/application submitted on 12 June 2017
Waterless Bio-gas Plant System	Ms S. Mungondla	Chemistry	Pending outcome/application sent 12 June 2017

Research Awards

On 9 November 2017, the Research and Innovation Office held its annual research awards gala dinner at the Umfolozi Casino. The tradition is to recognise and encourage research performance among different levels and categories of academic staff. A leading academic from the Cape Peninsula University of Technology (CPUT) was invited to deliver a keynote address and the event was considered a major success.

Table 35: Research and Innovation Awards 2017

CATEGORY	NAME OF THE AWARD	DESCRIPTION	RECIPIENTS	AWARDS
A. Service and Development	Research Office Recognition	Person/s who, without receiving any financial incentive, assisted the RO in training workshops as facilitators	Prof A. Kappo Prof. I. Kaseeram	Book voucher
	Faculty Service Award	Persons other than Deans or Deputy Deans who have contributed to administration or promotion of research and postgraduate studies within the faculty	ARTS Dr N. Evans EDUCATION Ms N. Maluleke COMMERCE Mrs S. Jembere SCIENCE Prof. A. Kappo	Book voucher
	Research enthusiasts	Persons who attended at least three research office training workshops during the year	T.F. Mngomezulu Z. Hadebe	Book voucher

CATEGORY	NAME OF THE AWARD	DESCRIPTION	RECIPIENTS	AWARDS
B. Next Generation	Research Writers' Retreat Graduates	RWR participants who have published or who have had articles accepted for publication in accredited journals	C. Isike M. Masuku B. Ntombela A. Krishnannair S. Krishnannair	Book voucher
	Research productivity: postgraduate students	Top three postgraduate students who have published or who have had articles accepted for publication in accredited journals, with a minimum of at least 1.0 unit	S. Mlowe – Chemistry (1.48)	Book voucher + certificate
	Research productivity: emerging researchers	Researchers under the age of 40 who generated the most units in their faculty, provided that a minimum of 1.5 units was met	A. Bayaga (1.56) E.M. Isike (1.50) T.E. Motaung (2.68) M.M. Shongwe (1.82)	Sand blasted trophy and book voucher
	Postdoctoral Research Fellow of the year	Postdoctoral research fellow who generated the most units, provided that the minimum criterion was met	None	Book voucher

CATEGORY	NAME OF THE AWARD	DESCRIPTION	RECIPIENTS	AWARDS
C. Established Researchers	Research productivity: Senior researchers	All researchers (excluding research fellows) who attained 1.50 research output units	M.O. Adigun (1.75) I.O. Ezeuduji (4.26) C. Isike (3.33) G.H. Kamwendo (2.33) D.N. Ocholla (1.98) N. Revaprasadu N (4.67) H.S. Simelane (2.00) D.D Tewari (6.20) N.G. Tshabalala (1.66)	Book voucher
	Faculty Researcher of the year	Most productive researcher (excluding research fellows) per faculty, provided that the minimum criterion was met (1.50)	ARTS I.O. Ezeuduji (4.26) COMMERCE D.D Tewari (6.20) EDUCATION A. Bayaga (1.56) SCIENCE N. Revaprasadu (4.67)	Book voucher
	Supervision output	Supervisors who produced at least two research Masters and/or PhD graduates at the most recent graduation ceremony (2017)	M.O. Adigun (M = 3; D = 1) A.K. Basson (M = 3) E. Contogiannis (M = 2) C. Hermann (M = 3) M.M. Hlongwane (M = 4) A. Kappo (M = 4; D = 1) I. Kaseeram (M = 2; D = 1) L.Z.M. Khumalo (D = 3) N.W. Kunene (M = 3) D.W. Mncube (M = 2) S.S. Nhlabathi (M = 2) S.S. Ntshangase (M = 6) A.T. Nzama (M = 1; D = 2) D.R. Nzima (M = 5; D = 2) D.N. Ocholla (M = 1; D = 2) H. Rugbeer (M = 1; D = 2) C. Shongwe (M = 2) M. Sibanda (M = 3) D.D. Tewari (M = 1; D = 2) J.D. Thwala (M = 4; D = 2) S.P.T. Zikhali (M = 2)	Book voucher
	Most productive full-time researcher in the University, including research fellows	Full-time researcher or fellow who generated the most units	M.R. Jury (6.00)	Book voucher
	Top four most productive researchers in the University who are not full-time researchers	Researcher who generated the most units	I.O. Ezeuduji (4.26) C. Isik (3.33) N. Revaprasadu (4.67) D.D. Tewari (6.20)	Sand blasted trophy and book voucher

CATEGORY	NAME OF THE AWARD	DESCRIPTION	RECIPIENTS	AWARDS
D. Departments	Productive research departments	All departments with per capita research output (including research fellows) of a minimum of 1.50	Biochemistry & Microbiology (1.51) Chemistry (3.34) Politics & International Studies (5.43)	Certificate
	Most productive research department per faculty	Most productive department per faculty, per capita provided that the minimum criterion was met (1.50)	ARTS Politics & International Studies (5.43) EDUCATION None COMMERCE, ADMIN & LAW None SCIENCE & AGRICULTURE Chemistry (3.34)	Certificate
	Most productive research department in the university	Most productive department in the university, per capita provided that the minimum criterion was met (1.50)	Politics & International Studies (5.43)	Sand-blasted trophy
	Productive postgraduate departments	All departments with per capita postgraduate output (including research fellows) of a minimum of 1.5 unit	Biochemistry & Microbiology (2.20) Anthropology & Development Studies (1.60) Economics (2.33) Educational Psychology (1.78) African Languages (IsiZulu) (1.88) Information Studies (2.17) Physics & Engineering (1.80) Psychology (2.38) Public Administration (2.00) Social Work (2.67)	Certificate
	Role Model	Department implementing the best and/or most innovative ideas for increasing research and postgraduate outputs	ARTS Information Studies EDUCATION Social Sciences Education COMMERCE, ADMIN & LAW Economics SCIENCE & AGRICULTURE Biochemistry & Microbiology	Certificate + sand-blasted trophy

CATEGORY	NAME OF THE AWARD	DESCRIPTION	RECIPIENTS	AWARDS
E. Special Categories	Innovation Award	All researchers who had NEW patents registered	None	Hand shake/Book voucher
	Recent NRF-rated researchers	NRF rated researchers	RATED (2017) R.K. Baum F.N. Fon NEWLY RATED (2018) T. Kalusopa	Certificate/Book voucher
	Creative Arts Award	Person with evidenced success in non-traditional research, in the literary and/or creative arts fields, and includes works of fiction	None	Book voucher
	Book Prize	Award for the person who's scholarly book/ monograph received DHET accreditation (provided that the minimum criteria is met (1.50)	Prof. D.D. Tewari (2.70)	Book voucher
	Professional Recognition	Person who obtained membership on special society and/or associations, etc.	Prof. G. Kamwendo Fellow of the African Academy of Languages. He was recognised by the African Union(through its language institution ACALAN) for his contribution in the languages Prof. A. Kappo South African Society of Biochemistry and Molecular Biology Council Membership Prof. N. Revaprasadu DST/NRF SARChI Chair in Nanotechnology Editor of Nanoscience Journal Memberships: South African Academy of Science; Materials Research Society; American Ceramic Society; Royal Society of Chemistry; South African Chemical Institute	Handshake and Voucher
	Exhibitions	Best display at the most recent Research Week	Hydrology	Certificate

CATEGORY	NAME OF THE AWARD	DESCRIPTION	RECIPIENTS	AWARDS
F. Prestige Awards	Research Department of the Year: 3rd (Bronze)	Department that produced the third most units per capita (including research fellows), combining postgraduate and research outputs	Economics Graduate Output 2.33 Research Output 1.31 Total 3.64 Average – 1.82	Floating + sand blasted trophy
	Research Department of the Year: 2nd (Silver)	Department that produced the second most units per capita (including research fellows), combining postgraduate and research outputs	Biochemistry and Microbiology Graduate Output 2.33 Research Output 1.31 Total 3.71 Average – 1.86	Floating + sand blasted trophy
	Research Department of the Year: 1st (Gold)	Department that produced the most units per capita (including research fellows), combining postgraduate and research outputs	Politics and International Studies Graduate Output 0.00 Research Output 5.43 Total 5.43 Average – 2.72	Floating + sand blasted trophy

SIGNIFICANT DEVELOPMENTS AND ACHIEVEMENTS IN COMMUNITY ENGAGEMENT

Relationship with the Community

In order to maintain relevance and responsiveness in teaching and learning with respect to the programme and qualification mix, the teaching and learning pedagogy, epistemology and praxis, it is necessary for academic departments, units and knowledge fields to maintain active, current and working relationships with their communities outside the University. In this case, communities refers to industry and professional practice where the graduates who are produced by the University will find employment and create employment opportunities. One of the purposes of this stakeholder management is to create platforms for students to translate their knowledge and skills into practice based learning that enables students to 'hit the ground running' in the workplace after they graduate, thus giving them a competitive advantage for selection for employment. Two critical developments in this regard were the development of a policy framework for community engagement in teaching and learning and the commencement of the three-year project for the review of academic programmes, departments and units in which community and stakeholder management must be incorporated.

The UNIZULU Strategic Plan places community engagement at the centre of other core responsibilities of the University. The following community engagement initiatives took place during the year under review:

Faculty of Commerce Administration and Law

In 2017, the Faculty of CAL was involved in several CE activities and projects. It has, in the build up to the development of the Entrepreneurship Centre, hosted an entrepreneurship symposium. The events related to the Centre will continue to unfold in 2018. The Faculty has, at an advisory level, participated in the Black Economic Empowerment Advisory Council. Although the Faculty of CAL saw its price withdrawn in Enactus in 2017, it continues to grow and display an outstanding performance nationally.

The faculty, in partnership with national and global universities, is involved in the Economic and Entrepreneurship Education Programme (TEEEP), which aims to provide children with knowledge and skills for effective participation in the economy. There is also an involvement with training of primary school teachers at Mtubatuba to assist them with topics relating to research. The Faculty also participated in the Life Orientation Workshop for teachers in the Ugu district municipality. The Department of Law within the Faculty runs a Street Law programme that aims to capacitate the various communities on their rights. This programme involves graduates who assist in the capacitation of the communities and targets at least ten schools around the district. The Department also dispenses free legal advice in the legal media and continues to make presentations on matters of human rights, including in schools.

The Faculty, through the Department of Accounting and Auditing in collaboration with the Johannesburg Stock Exchange (JSE), empowers learners from the

surrounding schools on trading skills. The Department uses a-trainer-to-trainee (TOT) approach, where the accounting students are the ones who continue to train these learners. The project saw one learner winning a JSE award because of the active participation of her school on the stock exchange.

The Faculty members, accompanied by fourth-year BCom (Accounting Science) students, delivered a presentation at the Zululand District Association (ZDA) Training School. The activity provided the graduates the opportunity to network with chartered accountants from the Zululand area and received practical exposure and application of the theory. Finally, the Department of Public Administration, in partnership with convocation secretary (Sizwe Zwane), organised a seminar on 'Hindrances of public financial management and accountability in South Africa, norms and values underlying democratic public administration', where the King Cetshwayo District Deputy Municipal Manager delivered the talk. As part also of building quality graduates, the Department took students on a visit to the Provincial Parliament to experience real-life events.

Faculty of Education

The Faculty of Education community engagement efforts are concentrated mostly in the local high schools around King Cetshwayo District Municipality. The project started with eight neighbouring schools, which were initially clustered into:

- Melmoth Cluster (Isitheku, Yanguye and Mthonjaneni Schools)
- Esikhawini and Richards cluster (Ikhandlela, Ntongande, Qantayi and Hlamvana schools)
- Inkanda cluster (Mnyakanya school)

Due to financial constraints, the Faculty was forced to focus on seven schools in Dlangezwa, Esikhawini and Richards Bay clusters, which later were reduced to Esikhawini and Richards Bay clusters. The purpose of the engagement is to assist the struggling schools during Saturdays and winter school holidays. The academics who are involved in the project work with the graduates to realise the objectives of the project. To date, the project has reached 521 learners across the schools who are involved. There are papers published since the start of the project and conference paper presentations at the Southern African Society of Education.

Faculty of Science and Agriculture

The Faculty of Science and Agriculture has been busy with several CE activities across the departments. In 2017, the Department of Botany has been working with Mashabane Traditional Council to document the indigenous plant knowledge in the Manaba region. Further, they facilitated lessons and practicals to Grade 6 and 7 at Manaba Primary School on the use of traditional leafy vegetables. The Botany Department has also in the last year led two tree survey excursion to the Ongoye Forest Reserve and uMlalazi Nature Reserve. The Department coordinates the Zululand Node of the Custodians of Rare and Endangered Wildflowers and they also facilitated a presentation at Felixton High School on evolution.

The Department of Human Movement Science worked with Trevor Hunting to perform health screenings and wellness tests and worked with Empangeni gym through Honours students to do observations and programme development. Students in the Department were part of the project.

The Department of Physics and the Science Centre, in collaboration with University Astronomy Club, joined each other in the exploration of southern skies. In the Department of Agriculture, academics are involved with the Habitable Planet Community School Programme, which is sponsored by CSIR. Through the project, they formed a science club at Ophindo High School at Gingindlovu as well as assisted the learners with Saturday classes to promote the love of Mathematics. The same Department erected a shade cloth nursery for indigenous trees for the Masibambisane Cooperative at Kwandaba to promote the production and sale of indigenous trees for medicinal and landscaping purposes.

The Hydrology Department's CE activities address water related issues in the Zululand region. The Department continues to play an active role as a member of the Catchment Forum for the Mhlathuze river basin. Finally, the Zoology Department has been assisting underqualified and PG KZN teachers on an Advanced Certificate in Education. The Agriculture Department, in the CSIR assisted programme, investigates the efficiency of amber-link layer egg production in the Gingindlovu community.

LIMITATIONS IN TEACHING AND LEARNING AND RESEARCH

Limitations on Access to Certain Courses in all Faculties

Access to higher education programmes at the University has been without racially based differentiation for as far back as the known history of the University. As a primarily rurally based institution in the heartland of Zululand, it draws mainly from rural schools in Zululand while offering opportunities for other racial groups such as whites, Coloureds and Indians. The percentage of black students has remained very high while other racial groups account for very little, and this is a challenge that must be addressed in student recruitment going forward. From the foregoing analysis, it is clear that the University has never really had challenges with attracting black students. Furthermore, the student population of the University has shown higher enrolments of females when compared to males. The challenge has been attracting retaining and promoting sufficient numbers of black and female staff as well as differently abled people. In many cases, this is influenced by the application of the imperatives of the labor laws in recruitment; as a result, departments have paid particular attention to their equity statistics in each and every recruitment. Historically, access to certain courses, notably scarce skills programmes, has limited the extent to which the University responded to industry needs in these scarce skills, such as Accounting, Law and Science. A notable progress of 2017 was the visit to the University by the South African Institute of Chartered Accountants for the purposes of accreditation of the Bachelor of Commerce in Accounting Science, which although successful, identified a limited number of requirements before accreditation could be granted, including the filling of all vacant positions in the Department of Accounting; the development of a strategy for the attraction and retention of staff; the development of a strategy for the further development of academic leadership; and other minor requirements for maintaining and improving quality after accreditation. This accreditation will open access to Accounting Sciences courses leading to enrolment in Chartered Accountant training programmes and the profession of chartered accountancy for black students.

Limitations on Research

The following challenges have remained persistent, suggesting a need for continuous (and increased) efforts:

- Limited supervision capacity
- Low publication statistics
- Poor proposal writing capacity
- Limited grant proposal writing capacity
- Budget constraints

Strategies and more resources need to be invested in ensuring that these problems are addressed. The Training and Development Unit is continuously trying to develop and improve programmes to address some of these challenges. Limited resources, limited staff with PhDs and human capacity contribute to these complexities. Unless alternative interventions are secured, a reduced budget, which is a fraction of the required budget to effect all the planned training programmes, may force a cancellation of many crucial events planned for the training of postgraduate students and academics over the 2017 academic year. Several research projects that have disclosed, and are being supported by the Technology Transfer Office, have no funding at present.

COMPOSITION AND SIZE OF THE STUDENT BODY

The University's Enrolment Plan caused the University not to grow in numbers, but rather to restructure its enrolments and, in particular, to strive towards increasing its intake of students in the Natural and Business Sciences, while limiting its intake of students in the Humanities, and, even more so, in Education.

Student registration trends up to 2017 include the following, among others:

- The overwhelming majority of students are officially classified as South Africans, followed by relatively small numbers of foreigners and the South African minority groups; and
- Female students outnumber male students by 2 894.

Although statistics in respect of the official category of less abled students are not recorded to the same extent as those of other students, the University has made provision for this category of students to be represented on the SRC and the Institutional Forum, by such students, elected by fellow students falling under the same category. Tables 36-44 illustrate student size and composition of the student body according to the level of study, race, gender and graduation statistics.



TOTAL NUMBER OF REGISTERED STUDENTS

17 226

Total First-time
Entry Enrolments

3 752

Total Undergraduate
Enrolments

15 539

Total Postgraduate
Enrolments

1 687

UNDERGRADUATE

Graduates: 3 330



POSTGRADUATE

Graduates: 866



Total Graduates

4 196



UNIVERSITY
SUCCESS RATE

86%

Masters
Graduates

92

Doctoral
Graduates

32

Honours
and BEd
Students

283

PGE and other
postgrad

458



% of Male
Students

41.8%



% of Female
Students

58.2%

ENROLMENT BY RACE

African 99.5%

01

Indian 0.27%

02

Coloured 0.15%

03

White 0.12%

04

Table 36: Student Size and Composition according to the Level of Study

LEVELS OF STUDY	1	2	3	4	5	TOTALS
UNDERGRADUATES						
Faculty: Arts	967	1 159	1 381	173		3 680
Faculty: Commerce, Administration and Law	1 120	1 209	1 268	318		3 915
Faculty: Education	971	1 076	1 106	1 584		4 737
Faculty: Science and Agriculture	1 054	935	979	239		3 207
Faculty: Other/NDP						Null
Totals:	4 112	4 379	4 734	2 314	Null	15 539
POSTGRADUATES						
Faculty: Arts	226	221				447
Faculty: Commerce, Administration and Law	89	55				144
Faculty: Education	579	189				768
Faculty: Science and Agriculture	211	117				328
Faculty: Other/NDP						Null
Totals:	1 105	582	Null	Null	Null	1 687
TOTAL UG + PG						
Faculty: Arts	1 193	1 380	1 381	173		4 127
Faculty: Commerce, Administration and Law	1 209	1 264	1 268	318		4 059
Faculty: Education	1 550	1 265	1 106	1 584		5 505
Faculty: Science and Agriculture	1 265	1 052	979	239		3 535
Faculty: Other/NDP						Null
Totals:	5 217	4 961	4 733	2 314	Null	17 226

Table 37: Students Size and Composition according to Gender and Race

GENDER AND RACE	WHTM	WHTF	COLM	COLF	INDM	INDF	BLKM	BLKF	TOTALS
UNDERGRADUATES									
Faculty: Arts		2	3	2	1		1 356	2 316	3 680
Faculty: Commerce, Administration and Law			5	8	4	7	1 802	2 089	3 915
Faculty: Education				1	1	2	1 965	2 768	4 737
Faculty: Science and Agriculture		2	1	2	4	8	1 315	1 875	3 207
Faculty: Other/NDP									
Totals:		4	9	13	10	17	6 438	9 048	15 539
POSTGRADUATES									
Faculty: Arts	2	1			2	6	208	228	447
Faculty: Commerce, Administration and Law	1	1				2	87	53	144
Faculty: Education	1		1	1	1	4	269	491	768
Faculty: Science and Agriculture	3	7		1	1	3	160	153	328
Faculty: Other/NDP									
Totals:	7	9	1	2	4	15	746	952	1 687
Total UG + PG									
Faculty: Arts	2	3	3	2	3	6	1 564	2 544	4 127
Faculty: Commerce, Administration and Law	1	1	5	8	4	9	1 889	2 142	4 059
Faculty: Education	1		1	2	2	6	2 234	3 259	5 505
Faculty: Science and Agriculture	3	9	1	3	5	11	1 475	2 028	3 535
Faculty: Other/NDP									
Totals:	7	13	10	15	14	32	7 162	9 973	17 226

OUTPUTS PRODUCED

Undergraduate and postgraduate degrees diplomas/certificates awarded in 2018 (2017 cohort) are contained in the tables below:

Table 38: Graduation Statistics (Overall by Gender)

OVERALL GRADUATES (BOTH UNDERGRADUATE AND POSTGRADUATE)					
FACULTY NAMES	FEMALES	MALES	TOTAL	% FEMALES	% MALES
Faculty of Arts	667	362	1029	65	35
Faculty of Comm, Admin and Law	421	370	791	53	47
Faculty of Education	1019	652	1671	61	39
Faculty of Science and Agric	421	284	705	60	40
Totals	2528	1668	4196	60	40

Table 39: Graduation Statistics (Percentage and Figures of Male/Female Graduates – Overall)

FACULTY NAMES	UNDERGRADUATE				POSTGRADUATE				TOTAL
	FEM	% FEM	MALE	% MALE	FEM	% FEM	MALE	% MALE	
Faculty of Arts	600	30	306	23	67	13	56	17	1 029
Faculty of Comm, Admin and Law	397	20	336	25	24	4	34	10	791
Faculty of Education	660	33	475	36	359	67	177	53	1 671
Faculty of Science and Agric	336	17	220	16	85	16	64	19	705
Totals	1 993	100	1 337	100	535	100	331	100	4 196

Table 40: Graduation Statistics (Percentage of Male/Female Graduates – Overall)

FACULTY NAMES	NO. OF GRADUATES IN PERCENTAGES				TOTAL IN NUMBER
	UG FEMALES	UG MALES	PG FEMALES	PG MALES	TOTAL
Faculty of Arts	14	7	2	1	25
Faculty of Comm, Admin and Law	9	8	1	1	19
Faculty of Education	16	11	9	4	40
Faculty of Science and Agric	8	5	2	2	17
Totals	47	32	13	8	100

Table 41: Graduation Statistics (Doctoral Graduates)

PERCENTAGE MALES AND FEMALES PER FACULTY (DOCTORAL STUDENTS)					
FACULTY NAMES	NO. OF GRADUATES				
	FEMALES	MALES	TOTAL	% FEMALES	% MALES
Faculty of Arts	4	8	12	33	67
Faculty of Comm, Admin and Law	4	1	5	80	20
Faculty of Education	6	4	10	60	40
Faculty of Science and Agric	2	3	5	40	60
Totals	16	16	32	50	50

Table 42: Graduation Statistics (Masters Graduates)

PERCENTAGE MALES AND FEMALES PER FACULTY (MASTERS GRADUATES)					
FACULTY NAMES	NO. OF GRADUATES				
	FEMALES	MALES	TOTAL	% FEMALES	% MALES
Faculty of Arts	14	5	19	74	26
Faculty of Comm, Admin and Law	2	7	9	22	78
Faculty of Education	21	11	32	66	34
Faculty of Science and Agric	18	14	32	56	44
Totals	55	37	92	60	40

Table 43: Graduation Statistics (Honours Graduates)

PERCENTAGE MALES AND FEMALES PER FACULTY (HOUNOURS AND BED)					
FACULTY NAMES	NO. OF GRADUATES				
	FEMALES	MALES	TOTAL	% FEMALES	% MALES
Faculty of Arts	44	36	80	55	45
Faculty of Comm, Admin and Law	18	26	44	41	59
Faculty of Education	32	16	48	67	33
Faculty of Science and Agric	64	47	111	58	42
Totals	158	125	283	56	44

Table 44: Graduation Statistics (Postgraduate Diploma Graduates)

PERCENTAGE MALES AND FEMALES PER FACULTY (PGCE and other Postgraduate Diplomas)					
FACULTY NAMES	NO. OF GRADUATES				
	FEMALES	MALES	TOTAL	% FEMALES	% MALES
Faculty of Arts	5	7	12	42	58
Faculty of Comm, Admin and Law	0	0	0	0	0
Faculty of Education	300	146	446	67	33
Faculty of Science and Agric	0	0	0	0	0
Totals	305	153	458	67	33

THE LIBRARY

The UNIZULU Library and Information Services (UNIZULU LIS), under the Directorship of Ms Laila Vahed, had 42 full-time permanent staff members during 2017. UNIZULU LIS includes a Main Library at the KwaDlangezwa Campus and a Branch Library on the Richards Bay Campus.

Materials Budget

The materials budget for 2017 amounted to R21 260 360 million, which was proportioned as follows:

Table 45: Materials Budget (R)

Print Journals	R3 800 000.00
e-Resources	R9 147 600.00
Faculty of Arts	R 751 223.33
Faculty of Education	R 274 485.45
Faculty of Commerce Admin and Law	R 491 184.48
Faculty of Science and Agriculture	R 975 145.66
Faculty Reserve Funds	R 505 631.08
Library General	R5 315 090.00
Total	R21 260 360.00



Library Workshops 2016

User Education programmes were offered all year round. Information librarians offer workshops for UNIZULU academics and student (groups and individuals) on various topics, e.g. plagiarism, Endnote, e-Resources, etc. The effective collaboration between the library and the other stakeholders (such as Research Office, Teaching and Learning, faculties and departments, etc.) ensured success in reaching the students and academics. The most popular workshops in 2017 were:

- 'E-resources, tips for searching and more' – 65 sessions attended by 689 persons;
- 'Referencing made easy with Endnote' – 29 sessions, attended by 193 persons; and
- 'Stay away from plagiarism' – 28 sessions attended by 1 586 persons.

Eleven Turnitin workshops were hosted, attended by 143 mainly PG students and academics.

Library Presentations

Information librarians continuously market UNIZULU library services/resources/facilities to the researchers, academics, postgraduate and undergraduate students.

Table 46: Library Presentations

EVENT	TITLE	PRESENTERS	DATE
Addressing first-year students	What you need to know about library orientation	L. Ocholla, G. Mutsvunguma, B. Nkuhlu, Z. Sithole, F. Gina, Z. Hadebe	21 Jan
EPE Workshop	Research support at UNIZULU Library	L. Ocholla	26 Jan
UNIZULU Induction for PG Students	Research Support at UNIZULU Library	Z. Hadebe, Information Librarians and L. Ocholla	5 April
Crimea 2017 Conference, Russia	Paper presented 'The changing library and information research landscape. An analysis of Library and Information Science Research in South Africa by LIS academics in the last decade (2007-2016)'	L. Ocholla (co-authored paper)	5-11 June
HELIG (LIASA) workshop, UNIZULU	Presentation 'Is Publishing for librarians really necessary?'	L. Ocholla	11 July
New employee induction, UNIZULU	'Teaching, Learning and Research Support at UNIZULU Library: An overview of library resources/facilities/services'	Z. Hadebe	18 July
NRF/UNIZULU Faculty of Education Postgraduate Collaborative Research Workshop	Research support at UNIZULU Library	F. Gina	19 July
18th LIASA Annual Conference, Johannesburg	Paper presented 'A preliminary analysis on open access publishing at UNIZULU'	G. Mutsvunguma Z. Hadebe (co-authored paper)	2-6 October
PG workshop organized by Teaching and Learning	Research support at UNIZULU Library	G. Mutsvunguma Z. Hadebe	19 Oct
DVC and Research Deans, Library Director and Deputy Director	Presentation 'Analytics of Scopus and Web of Science'	L. Ocholla	1 Nov
Faculty of Arts Research Workshop on Digital Scholarship. Protea, Richards Bay	Presentation 'Enhancing Postgraduate Environments (EPE): an Introduction'	L. Ocholla	7 Nov
Higher Degrees Committee (HDC) meeting	Presentation 'Analytics of Scopus and Web of Science'	L. Ocholla	16 Nov
8th UNIZULU Humanities and Social Sciences Conference 2017	Paper presented 'Access and use of information and communication technology tools in managing indigenous knowledge: Some Zululand perspectives'	P. Dlamini (co-authored paper)	19-21 Oct

Cataloguing 2017

The following table reflects the number of catalogued and modified items, both print and electronic for 2017.

Table 47: Cataloguing

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOT
Origg Cat	0	9	441	805	1 326	1 059	939	621	549	444	616	339	7 148
MOD	989	857	1 212	6 209	1 727	1 504	1 845	2 494	648	700	2 220	3 046	25 460

Library Displays

Information librarians organised library displays according to their timetable reflecting institutional, national and international events; promoting library products, services and resources; and creating awareness on special issues among the library users throughout the year.

Holdings

The print books and multimedia holdings amounted to 314 547 volumes at the KwaDlangezwa Campus Library and 2 042 at the Richards Bay Campus Library. The increased spend on journals and e-resources was also due mainly to the unfavourable rand value, which put pressure on budgets as most materials originated in US dollars, Euro or Pound currencies. There were no additional titles for the year under review. UNIZULU continues to benefit financially from its association with the eastern seaboard Association of Libraries (esAL) as well as the South African Library and information Consortium (SANLIC), which works to negotiate pricing deals for the higher education sector for electronic subscriptions. The 'cost-avoidance' impact from liaison with SANLIC cannot be underestimated. During 2017, the subscriptions consisted of 296 print titles and 85 electronic resource packages.

The Institutional Repository (IR)

The institutional repository received 122 theses and dissertations in 2017, of which 104 were uploaded to date (compared to 63 in 2016). The repository continued to flourish with hundreds of thousands of item views

during the year under review. Top country views include: United States of America, China, Ukraine, Germany, Russian Federation, Japan, United Kingdom, France, Netherlands, Italy and Poland.

Research Commons

The busiest month for the Research Commons was October (360), followed by September (314) and April (282).

Facilities and IT

The library occupies the major part of a seven-storey building, constructed in 1980, and two floors are under ground level. The interior of the building is relatively well preserved but needs to be upgraded in order to remain relevant. The exterior is in serious need of repair as the cladding is deteriorating at a rapid pace. The Library continues to use the Symphony Integrated Library System from SirsiDynix. UNIZULU shared the system with Mangosutho University of Technology (MUT) through esAL. The system is managed for esAL through Universal Knowledge Systems (UKS), a company based in Johannesburg. The shared position of System Manager remains vacant.

The Info Cellar is located on Level 1 (one floor below the Circulation Section). It is a comfortable and convenient environment for learning and research for all UNIZULU Library users. The Info Cellar offers a variety of library services, including the Journals Section with current and bound back issues of print journals. The area comprises 18 seats with PCs plus 40 personal laptop/device seats with charging points and access to Wi-Fi.

Table 48: Library Facilities

Seating capacity	1 600	9% of student population
Seminar rooms	14	Used for group study
Cubicles	80	Used for individual study
Electronic classrooms	2	1 on loan to the Department of Library and Information Studies 1 available for Library meetings events and training. Seats 30 students but 20 operational PCs
Conference room	1	Capacity: 40 persons available for UNIZULU staff events
Committee room	1	Available for Library meetings, events and training
Student lockers	312	1.7% of student population
Info Cellar	1	Modern and comfortable area seating 58 users to browse print and electronic materials
Research Commons	1	30-seater facility, designated exclusively for Masters and Doctoral students and researchers
E-Labs	2	These are newly established areas Classroom Seats 20 together
AV laptop cubicles	1	Cubicles for students to charge laptops with access to Wi-Fi (60 seater)

Work Integrated Learning (WIL) (including displays)

Under the leadership of the Deputy Director, the Library hosted final-year students of the Department of Library and Information Studies in terms of their WIL programme. A total of 33 students were placed in different sections of the Library on a rotational basis over a period of 15 weeks during the second semester of 2017. During the final semester of 2017, second-year students used the Library to erect displays that were for assessment purposes. The students were commended for their efforts.

Accolades

The Director was awarded the prestigious LiASA Librarian of the Year Award for 2016 and attended various functions where she was called upon to speak on leadership issues in 2017. Ms Vahed also presented a talk on her year as Librarian of the Year 2016-2017 at the annual LIASA Gala Dinner and Awards function, which formed part of the 2017 LIASA Conference in Johannesburg, and presented a poster on the same topic during the conference. The Deputy Director was appointed as the chairperson for the KZN branch of LiASA's Higher Education Libraries Interest Group (HELIG).

ACADEMIC RISKS

The misalignment of academic structure to the Programme Qualification Mix was the main risk reflected in the University risk register and was attributed to inadequate skills and capacity to develop academic structures of programmes, inadequate integration of information and communication technology systems, inadequate validations on the management information system, and non-compliance of authorisation levels.

Academic structures were developed in 2017, including prerequisites, co-requisites, electives, substitutes, progression and exclusion rules, and these were committed to the management information system and validated. Faculty handbooks were aligned to these academic structures so as to provide accurate information for students to aid them in their course enrolment choices. The result is that this risk will reduce from critical to manageable in 2017 and will be easily eliminated thereafter. The University's identified risks in respect of Teaching and Learning as well as Research is outlined in Table 63 in the Risk Report.

CONCLUSION

In conclusion, developments in Teaching and Learning as well as activities and related milestones in Research and Innovation suggest that 2017 was a year of notable progress and growth in the UNIZULU academic work. As a basis, 17 226 (15 539 undergraduate and 1 687 postgraduate) students were registered across the faculties of Arts, Commerce, Administration and Law (CAL), Education, and Science and Agriculture at UNIZULU in 2017. The Education Faculty remains the largest, with 5 505 (4 737 undergraduate and 768 postgraduate) students, followed by Arts, with 4 127 (3 680 UG and 447 PG), and then CAL with 4 059 (3 915 undergraduate and 144 postgraduate), and finally, Science and Agriculture, with 3 535 (3 207 undergraduate, and 328 postgraduate) students. Over 80% of the students are black, with female students representing the majority of the total student population at UNIZULU.

Notable developments were put in place in teaching and learning to shape the quality of University offerings in 2017. The Faculties of Education, Arts and CAL initiated curricula changes in their academic structure. Examples

include a new postgraduate certificate in Further Education Training in Teaching; in Foundational Phase Teaching; as well as two Bachelor degrees in Foundation Phase Teaching and in Intermediate Phase Teaching (Education). A re-circulation of the Bachelors of Social Work; Psychology; Political Studies and International Studies (Arts); a revision of the BSc in Agriculture (Science and Agriculture); as well as a Higher Certificate in Accounting; and a number of new modules that were added into a BCom Accounting degree in CAL, constitute the rest of the examples. In addition, there was a notable growth in academic progress, as measured by the pass rates. For example, the overall pass rate ranges between 78% and 91% between all four faculties. Of utmost significance, however, is the final academic throughput. In this instance, a total of 4 196 (3 330 UG and 866 PG) graduated in 2017. This a selected snapshot in a series of positive development in teaching and learning – to demonstrate positive progress.

As shown above, UNIZULU remains committed to its core function of providing quality education. There are various identified areas of growth for the 2017 academic year, and the Institutional Planning Directorate has started implementing its key projects and performing its duties to the best of its capacity. It will continue to develop its staff pedagogically and promote the scholarship of teaching and learning, and it will continue to integrate and investigate the effective use of ICTs in Teaching and Learning.

The quality of the teachers profoundly affects the quality of student learning in any education system. In addition to disciplinary expertise, academics as teachers need skills in pedagogy. The Teaching and Learning Centre has embraced the need for capacity-building, as illustrated in this report, and therefore will continue to provide opportunities and workshops that focus on enhancing the teaching skills of academics and improving their professional development.

A large part of 2017 was spent on the consolidation of leadership qualities in the Research and Innovation portfolio, with notable progress towards the embedding of a sound strategic research and innovation pathway. In spite of a number of resignations in the Research Office, a number of functions within the Unit continued to strengthen their operational ethos. The array of research and innovation related committees' such as the University Research Committee, the Higher Degrees Committee, the Community Engagement Committee as well as the UNIZULU Ethics Committee and review process, advanced endeavours to register the Animal Research Ethics, which started to function optimally.

Internal committee functioning mechanisms were put in place such as the introduction of review templates to be used in the review processes of research proposals with the view to enhance quality.

A suite of capacity and skills development workshops to wards research quality enhancement for researchers and PG students were conducted throughout the year. , This included academic writing workshops; research proposal development; research methodology; tech-transfer workshops; as well as awareness of plagiarism marked positive developments towards ethical practice and quality in research in 2017, to mention a few. A myriad of other research development support services were rendered by the Research Office such as the administering of two Erasmus Mundus research capacity development projects. These projects focused on the enhancement of PG studies as well as the promotion of entrepreneurship and innovation.

A very significant development was the acceptance of the UNIZULU Research Framework and Strategy for the University by the Council. In addition, the review of all the related research policies was concluded by all the faculties. The all-inclusive nature of the policy framework provides an excellent guiding pathway to enhance research, innovation and community engagement. A significant part of the new research strategy is the development of Research Niche Areas and faculty research strategies, which will be done in 2018.

The CE portfolio received a wonderful injection with the appointment of the CE Manger. An intensive planning process was started to chart the way forward, which will come to fruition in 2018. But, in the absence of a formal functioning CE unit in the University, it is also encouraging to see faculties balancing teaching and learning activities, not only with research, but also with impact generating community engagement activities.

Finally, academic throughput in terms of graduations in Honours, Masters and Doctoral programmes, continue to reflect an upward trend and suggests that the Research and Innovation Unit, and ultimately, the University as a whole, is on a promising path. For this reason, the University can conclude that research and innovation, as well as teaching and learning initiatives, as well as the community engagement reflect a promising start.



Prof. X. Mtose
Vice-Chancellor



REPORT OF THE INSTITUTIONAL FORUM

INTRODUCTION

The composition of the Institutional Forum (IF) is contained in section 31(2) of the Higher Education Act, Act 101 as amended, and section 40 of the UNIZULU Statute, namely:

- (a) Two representatives of the Management Committee appointed by the Vice-Chancellor;
- (b) Two representatives of Council, elected by Council;
- (c) Two representatives of Senate, elected by Senate;
- (d) Two representatives of academic employees elected by the academic employees;
- (e) Two representatives of administrative and support staff elected by the administrative and support staff;
- (f) Two representatives of women employed at the University elected by the female employees of the University;
- (g) Two representatives of students appointed by the SRC;
- (h) One person (staff member or student) with a disability, elected by the disabled employees and students of the University;
- (i) Two representatives of the recognised union(s) appointed by the union; and
- (j) A maximum of three employee or student members, appointed by the Vice-Chancellor after consultation with the Institutional Forum:
 - (i) On the basis of their expertise and experience; or
 - (ii) In order to represent a specific interest group or groups on campus not already represented in the IF.

The IF comprises the following members:

Table 49: Composition of the Institutional Forum

NAME	REPRESENTATIVE CAPACITY
Ms G. Nhleko	Management representative
Mr A. Parusnath	Management representative
Mr N.L. Nkwanyana	Council representative
Mr E. Dube	Council representative
Prof. G.D.F. de Wet	Senate representative
Dr N.R. Ngcobo	Senate representative
Mr N.Z. Ngwenyaya	Academic staff representative
Dr P.J. Coetzee	Academic staff representative
Mr S.J. Mvubu	Administration and support staff representative
Mr T. Maphosa	Administration and support staff representative
Ms T. Biyela	Women employee representative
Ms B.T. Mngadi	Women employee representative
Mr C. Mbandlwa	SRC representative
Ms I.H. Mabaso	Disabled staff and student representative
Vacant	Union representative
Mr D.E. Janse van Rensburg	VC appointee: Experience and expertise



In terms of clause 43(1) of the UNIZULU Statute, the IF had to elect a Chairperson, Deputy-Chairperson and Secretary. The elected members (on 1 March 2017) were:

Dr N.R. Ngcobo	Chairperson
Ms G. Nhleko	Deputy-Chairperson
Ms T.N. Biyela	Secretary

The Chairperson of the Institutional Forum, Dr N.R. Ngcobo, is a member of Council by virtue of the provisions of clause 18(1)(l) of the UNIZULU Statute.

Clause 45 of the UNIZULU Statute also establishes the Executive Committee of the Institutional Forum (IFEX). The following members form part of and were elected as members of IFEX:

Table 50: Composition of the Executive Committee of the Institutional Forum (IFEX)

NAME	REPRESENTATIVE CAPACITY
Dr N.R. Ngcobo	Chairperson
Ms G. Nhleko	Deputy Chairperson
Ms T.N. Biyela	Secretary
Prof. G. de Wet	Senate representative
Mr C. Mbandlwa	SRC representative
Mr S. Mvubu	Additional member

The following changes to IF and IFEX membership occurred during the year under review:

- Ms I.H. Mabaso was no longer a registered student and lost her seat as disabled staff and student representative. She has not been replaced; and
- Mr C. Chiya, who was appointed as Interim SRC Administrator was replaced by Mr C. Mbandlwa, who was elected as SRC Representative on the IF.

The functions and duties are set out in the Higher Education Act 101 of 1997 as amended, with specific reference to section 31 and the UNIZULU Statute, with specific reference to clauses 39-46. As stipulated in section 31(1) of the Higher Education Act, the institutional forum of a higher education institution must advise the Council on the following issues:

- The implementation of the Higher Education Act and the national policy on higher education;
- Race and gender equity policies;
- The selection of candidates for senior management positions;
- Codes of conduct, mediation and dispute resolution procedures; and
- The fostering of an institutional culture, which promotes tolerance and respect for fundamental human rights.

The IF is a component of the statutory governance structures of a public university and act as a space for discussion on matters of transformation. This report presents activities of the IF relative to the above functions.

INDUCTION WORKSHOPS

Two induction workshops were held to assist the IF to fulfil its advisory role. The first workshop took place on 1 May 2017 at KwaDlangezwa Campus and was facilitated by Mr Moodley from Durban University of Technology (DUT). The role of the IF and its composition and the changes to the Higher Education Act was discussed with specific reference to the workings of the DUT IF.

The second workshop took place on 16-17 November 2017 at Imvubu Lodge Conference Room, Richards Bay. Dr Phillea Vukea from the DHET made a presentation

on the role of the IF and its position in higher education governance. Several issues were addressed and clarified and the IF received the workshop with great enthusiasm. The workshop led to a planning session afterwards where several matters were raised to be addressed in 2018.

ADVISORY INVOLVEMENT

The IF advised Council mainly on the selection of candidates for senior management positions. The following positions were considered by the IF:

Dean – Faculty of Education

The IF resolved that one candidate complied with all the requirements for the position and found him suitable for appointment.

Dean – Faculty of Science and Agriculture

The IF resolved that two of the three candidates complied with all the requirements for the position and found them suitable for appointment.

Executive Director: Infrastructure

The IF refused to make a pronouncement on the suitability of the candidates and the matter was referred to Council for deliberation.

Executive Director: Institutional Support

Two candidates applied for the position and the IF resolved that one candidate was suitable for appointment.

The above recommendations were submitted by the IF to Council.

MEETING ADMINISTRATION

The IF held three regular meetings, three special meetings and one planning meeting during the period under review. The IF attended to the following in its meetings:

- Appointment of UNIZULU Chancellor;
- Award of honorary degrees;
- PHD enrolment;
- The IF's role in policy development;
- The role of the IF Executive Committee;
- Safety and security of staff and students;
- Awareness campaign of the IF;
- Sports and recreation; and
- Student and staff housing.

Race and Gender Policies

No such policies were submitted to the IF to solicit its advice during the year under review.

Selections of Candidates for Senior Management Positions

The IF pronounced on the suitability of several candidates for senior management positions, which were referred to Council.

Codes of Conduct, Mediation and Dispute Resolution Procedures

The IF have not engaged on this matter during the period under review. This, however, does not imply that there were no issues to be dealt with in this area.

The Fostering of an Institutional Culture that Promotes Tolerance and Respect for Fundamental Human Rights and Creates an Appropriate Environment for Teaching, Research and Learning.

During the period under review, there was no formal engagement between the Council and the IF regarding the question of fostering of an institutional culture.



Dr N.R. Ngcobo
Chairperson



REPORT FROM THE VICE-CHANCELLOR ON MANAGEMENT & ADMINISTRATION

"The year 2017 showed progress towards redefining and refreshing the University's academic purpose and identity as a comprehensive university in a rapidly transforming society. This integrated report presents the results of the University's efforts as well as its reflections on what it has achieved as the UNIZULU community."

INTRODUCTION

This report further highlights managerial/administrative achievements in terms of the plans, goals and objectives set for the period under review; managerial/administrative aspects of the operations of the Institution, including new senior executive/administrative appointments; the achievements of the administrative structures and resources, regarding both personnel and systems; the adequacy of staffing levels; the extent to which equity targets in the workplace have been realised; the quality of information available to management and the administrative processes involved; student services and extra-curricular activities; relationships with the community, both academic and service; the changing patterns in the provision of academic courses; and a statement of self-assessment of the achievement of the Vice-Chancellor in attaining the objectives set for the period under review with summary detail of realised achievements.

Higher education is facing rapid change and UNIZULU, like other institutions, is dealing with fundamental challenges. Nonetheless, within a turbulent higher education climate, the University has succeeded in strengthening its position as a leading comprehensive university. Management notes with pride that the

accomplishment of various endeavours would not have been possible without the diligence and teamwork of staff and students. The year under review commenced on a high note, with an enhanced registration process, attributed to the dedication and hard work from the office of the Registrar, academic staff and all other support departments, who all contributed to a successful registration.

The planning for the Vice-Chancellor's Awards for Excellence in teaching and learning yielded five winners, two of whom went on to enter the national Higher Education Learning and Teaching Association of South Africa (HELTASA) Awards. Through the Teaching Development Grant, in 2017 the teaching and learning enterprise focused on staff and student development, the scholarship of teaching and learning, excellence and transformation in teaching and Learning, curriculum development, integration of technology, a new and revised scholarship of teaching and learning conference, and local and international partnerships and collaborations.

The Research and Innovation Unit, in particular, have seen a significant growth in subsidy yielding research outputs in 2017 in comparison to recent years. A percentage increase in PG, Masters and Doctorate graduation rates in comparison to recent years, has also been evident in 2017. There has also been an increase in

PG and staff development programmes.

An upward growth in postgraduate students' NRF grants, NRF staff research projects, industry partnerships, TIA and EDTIA seed funding grants, as well as new EU Mundus and international collaborative projects gives every good reason to believe in a promising future of research at the University.

A First-year Experience Handbook has been produced by the Student Services Department in response to the concern that almost 40% of first-year university students drop out in South Africa. The Student Services Department is making a contribution towards the retention of first-year students. The student orientation programme that took place at the beginning of the academic calendar was not as effective as it was supposed to be as it was mainly hampered by the fact that very few first-year students had registered when the orientation process started.

At the University, lecturers and students have been trained on Moodle, the eLearning platform. Nearly 90% of staff have introduced their classes to eLearning via Moodle in one way or another. However, the percentage of academics who are utilising the eLearning platform in greater depth, making use of a significant number of features and modules of the platform, is increasing steadily, indicating the growing appetite for eLearning. A mobile application for students, ITS mobile, was launched for student management and monitoring of their learning, and learning support resources. On ITS mobile, students can access their examination results, examination time-table, financial aid, financial statement, class time-table, academic admission, residence admission, and progress report. This mobile application is in its infancy stage and it will be continuously enhanced and developed, the developers have said.

The CHE Special Audit site visit transpired on 5-9 June 2017. The panel for the special audit was asked to conduct a new institutional audit of the University "to enable a full assessment of the Institution, the extent to which the University is implementing the recommendations of the Administrator, and to ensure that an institutional improvement plan is developed and implemented". On 31 July 2017, the University received a first draft of the CHE Special Audit Report and made further submissions to CHE as requested. A final report was received in December 2017, which highlights significant improvements, identifies challenges and contains recommendations for improvement. The CHE report will form the basis for the strategic objective drive in 2018 and will be incorporated in the revised 2018 Annual Performance Plan.

On 21-22 June 2017, the University was visited by the delegation from the DHET. The visit intended to

establish strategic growth and HDI financial investment needs to the University. Issues raised concerned patterns of expenditure across all DHET grants, and means through which grants management could be enhanced. Following the DHET visit, the University submitted a request for special funding, as agreed upon with the Deputy Director-General. The request for a R2 million advance from the HDI grant was submitted to DHET. It was envisaged that the advance would be used to develop the concept for converting the old Vice-Chancellor's house to a new facility for seven centres. The requested advance funding would also help the University develop concepts for the role and functions of each of these centres and the space needed for them to perform their functions. The grant is also meant to assist the University to conceptualise a project for turning around the PQM to enhance comprehensiveness as a university. The funding would also help with the conceptualising and designing of Engineering degree programmes identified as essential for the envisaged Faculty of Engineering. This includes the architectural design of the Centres facility, making it part of the University Spatial Master Plan.

During the development of the UNIZULU Employment Equity Plan, the following objectives were identified:

- Increase women representation in senior management;
- Increase the number of black professionals: in occupations ranging 3 to 8;
- Increase the number of people with disability; and
- Increase the number of South African recruits on scarce and critical skill occupations.

Female staff continue to be under-represented among academic staff. While African staff are fairly represented, they are under-represented in senior academic positions. The University's publication output remains very low. This needs to improve to 1 point in the next five years. The University also needs to increase its number of professors.

The University staged a very successful graduation ceremony in May 2018 (2017 cohort). Overall, 4 196 students graduated, of which 3 330 were undergraduate and 886 postgraduates.

STRATEGIC IMPERATIVES IN 2017 AND SELF-ASSESSMENT

The University has identified six strategic priorities for the period 2016-2021, and these are in line with the Education White Paper of 1997 (DoE, 1997), which emphasises the need to meet skills requirements within

a framework of effectiveness and efficiency. The strategic vision for 2016-2021 forms part of ongoing exercises needed to unite the University communities and all its stakeholders to redefine and refresh the University's academic purpose and identity it as a comprehensive university in a complex and rapidly transforming society. The University continued striving to restore academic excellence and service delivery through consolidating its strategic choices; reinstating excellence in institutional administration, management and governance; infusing academic renewal; and supporting quality enhancement initiatives. In line with the DHET's reporting requirements, the University submitted the University's 2017 Annual Performance Plan after it was approved by Council.

The Annual Performance Plan contains annual targets against which the University performance is measured. The Institution's performance against the annual targets is contained in the Performance Report of this Annual Report.

STRATEGIC GOAL	STRATEGIC PRIORITY
1. Improve governance through enhanced operations to support the academic enterprise and ensure sustainability	The University continued its development of a rural comprehensive university to cater for excellence in administration, governance and core business through efficient and sustainable systems. The culture of good governance that prevails in the University was enhanced through numerous policy approvals and implementation as well as through a performance assessment of Council and the Executive in order to ensure effective administration and institutional governance. Compliance with the Strategic Plan and Annual Performance Plan remained essential in 2017 and the Annual Report highlights compliance with good governance practices. Several programmes were submitted for approval and accreditation in 2017, including curricula for Maritime and Engineering Studies. These programmes are part of the comprehensive drive of UNIZULU. The development of research niche areas and community engagement in the context of the rurality of UNIZULU received significant attention in 2017. Operations have been strengthened by improved transactional efficiency; improved recruitment and retention; the introduction of a performance management culture and model, which were rolled out to all levels of staff; and increased attention to staff well-being and their development through focused and directed staff development programmes. Student relationships received significant attention, with numerous developments in teaching and learning, student governance and the relationship between management and the SRC. Sound financial management remained key to enhance internal financial controls
2. Create a quality teaching and learning environment as a comprehensive university	The University expanded the programme for technology and ICT enhanced teaching and learning with eLearning, mobile learning, provision of technology learning devices for students and modernising the teaching and learning infrastructure technologies fitted in the teaching and learning spaces. Class and student tracking software solutions were rolled out. New programmes were developed in technology and vocational areas to respond to regional needs. Expansion of the Wi-Fi and broadband and new learning spaces in all the University buildings were introduced in 2017
3. Enhance research and Innovation	UNIZULU plans to position itself within this reality of being a rural comprehensive teaching university to increase its research output, increase postgraduate enrolments and improve the experience of postgraduate students. An improved research Plan was developed with the aim of promoting the research culture and enhancing experiences of academic staff and postgraduate students. The establishment of the Community Engagement Office and the approval of the internationalisation office were significant milestones in 2017. Consistency in research publications and related subsidy income, advances in technology transfer (TT) patent disclosures, notable patent registrations on strategic international markets, and growth in PG (Masters and PhD) throughputs, describe UNIZULU as a university on the rise
4. Enhance the quality and profile of UNIZULU graduates. Develop ways to manage the national, regional and international reputation of UNIZULU	The teaching and learning environment continued to implement best practice approaches to quality enhancement and quality assurance as a way of enhancing the quality and profile of graduates. Programmes for student support; staff development, particularly the enhancement of academics as teachers and the development of a new generation of academics; enhancement of teaching and learning, particularly technology and ICT enhanced teaching and learning; scholarship of teaching and learning; curriculum transformation, including clearing of unaccredited programmes; partnerships and collaborations; community engagement; and teaching and learning innovations were all successfully introduced in 2017
6. Accelerate infrastructure development	Infrastructure developments were hampered by poor policy and practice, which led, ultimately, to legal challenges. These have now all been resolved and a turnkey solution to the implementation of all outstanding DHET funded projects commenced. The University continued to utilise its own borrowing capacity to extend its infrastructure and identified ready to purchase residences in Richards Bay. The University continues to work closely with the DHET's Student Housing Infrastructure Programme

OTHER AREAS OF GENERAL INTEREST EMBEDDED IN PRIORITIES ON PREVIOUS PAGE

Financial sustainability	The reality of reduced governmental funding of the university systems and organised protest for free education has introduced financial sustainability questions to higher education in South Africa. Like all other universities, UNIZULU is committed to ensuring an effective and efficient use of its resources while putting in place policies and modalities to explore opportunities for generating more financial resources beyond existing government funding. This will be driven by a considered strategic allocation of resources to support the University's core activities and the implementation of the strategy
Curriculum Renewal and Development	The Centre for Teaching and Learning has started an initiative on curriculum reviews that seeks to ensure that the knowledge content of programmes is both spruced up and made current, and localised into the African context. This initiative was executed through systematic curriculum reviews that rigorous selection of high-level curriculum content, alignment of learning programmes to qualification type graduate attributes and the Higher Education Qualifications Framework. This initiative will promote 'graduateness' that develops in-depth subject knowledge, to address the needs of civil society and the workplace, as espoused in the University of Zululand Strategic Plan 2016-2021. The University achieved some of these goals by aligning curricula to programme type and qualification level, and using innovative pedagogies to facilitate learning. Curricula design and renewal will inspire a sophisticated use of technology and adoption of pedagogies that directly address student needs, industry expectations and a statement of graduateness
Learning Spaces and Technology	The University is in the process of expanding its spatial footprint to cater for diversified programme offerings and diverse needs of student clientele. For this reason, the University has embarked on capital development projects to widen its physical footprint in the Richards Bay campus with the view to offering Engineering and Master of Business programmes in the near future. The University's learning spaces remain an important aspect of the learning environment, and these need to acquire more flexible, student-centred qualities to address the teaching and learning needs of students and staff. The new ICT strategy makes explicit provision for the use of technology to distribute learning opportunities, teach better, conduct research and provide efficient administration and governance. Administrative support for core academic activities will take advantage of the latest technology and approaches. All IT initiatives will consider institutional identity, people, process and technology to ensure success
Enrolment Size and Shape	The University's planned enrolment intake was set to increase yearly. However, there is a year-by-year, carefully planned decrease in undergraduate enrolments in the Faculty of Education and Faculty of Arts with the view to compensate for growth in the Faculty of Science and the Faculty of Commerce, Administration and Law. The FTEN enrolments remained unchanged at 3 900. A slight increase in PG enrolments was approved in the years between 2017 and 2019, especially at an honours level. The increase in PG enrolments is in line with the aspirations of the University of Zululand Strategic Plan 2016-2021. Enhancing research and innovation in the University may see a slight growth in PG education shifting the proportion of postgraduate enrolments from 7% of total enrolments to at least 15%. This will not take away the imperative of being a comprehensive university that offers a mix of vocational training undergraduate programmes and traditional university degree type programmes
Student Administration	The University commenced with the review and correction of the academic structure on the ITS System. The significant challenge in the past was the absence of co- and prerequisites, substitutes, credit values and progression rules. The University has commenced with the process in 2015 and procured software to assist in operational needs. A correct academic structure will equip the University with the foundation to improve its registration process and commence with full online registration, as envisaged in 2020. It will furthermore enable auto promotion of students; improve certification security; examination and graduation process and procedures; data integrity and enhance student administration operations in general. Phase II of the online registration plan was successfully implemented in 2017

HUMAN RESOURCES MANAGEMENT

Performance Management

The main objective of performance management is to drive the Institution's growth in order to live its vision of becoming a leading comprehensive university. The University adopted a top-down approach in rolling out its performance management system. The first phase started towards the end of 2015 whereby Executive Management went through training on performance management.

In 2016, all executives went through a thorough performance assessment process conducted by the University Council. These assessments were evidence-led and directly linked to operational plans and performance contracts signed

between each executive, the Vice-Chancellor and the Chairman of Council. In so doing, the University has sent a clear message that it takes its Strategic Plan seriously and performance management was rolled out to all levels of staff in 2017 in order to enhance institutional performance. A consolidated report on the outcomes will be used to address identified process areas of concern.

Staffing

A crucial consideration in the success of UNIZULU would be the calibre of its management and leadership. Key appointments place the Institution at the cutting edge of sound corporate governance and management practice, both locally and internationally. The Human Resources Department worked hard to fill the vacancies. In a high staff turnover employment sector, the overall institutional vacancy rate reduced from 32.9% to 26.7%.

The academic vacancy rate is still high at 19.2%, hence the high level of recruitment as shown by the active vacancy percentages in all faculties. Table 51 sets out the total vacancy rate, which includes both academic and support staff.

Table 51: UNIZULU Vacancy Rate

CATEGORY	ESTABL	VACANCY ACTIVE	% OF VAC	VACANCY NOT ACTIVE	% OF ESTABL	VACANCY TOTAL	% OF VAC AGAINST ESTABL
Faculty of Arts	139	31	73.81%	11	4.76%	42	30.22%
Faculty of Cal	67	16	94.12%	1	5.88%	17	25.37%
Faculty of Educ	95	17	85.00%	3	20.00%	20	21.05%
Faculty of Science and Agric	184	17	94.44%	1	6.67%	18	9.78%
Richards Bay	19	0	0	0	0	0	0.00%
Professional Services	877	174	64.21%	97	39.11%	271	30.90%
Grand Total	1381	255	18.46%	113	8.18%	368	26.65%

Table 52 displays the status of the academic staff establishment at UNIZULU and includes all temporary, contract and full-time staff.

Table 52: Status of Academic Staff Establishment

FACULTY	MALE						FEMALE						FOREIGN NATIONALS		TOTAL	GRAND TOTAL
	AFRICAN	COLOURED	INDIAN	WHITE	DISABLED	TOTAL	AFRICAN	COLOURED	INDIAN	WHITE	DISABLED	TOTAL	AFRICAN	OTHER		
Faculty of Arts	35	0	4	3	0	42	67	0	3	0	0	70	12	3	15	127
Faculty of Cal	14	0	5	6	0	25	13	0	2	3	0	18	5	0	5	48
Faculty of Education	21	0	3	2	0	26	30	0	3	2	0	35	7	0	7	68
Faculty of Science and Agric	33	0	2	10	0	45	21	0	2	9	0	32	11	3	14	91
Richards Bay	4	0	0	1	0	5	0	0	2	2	0	4	0	0	0	9
Grand Total	107	0	14	22	0	143	131	0	12	16	0	159	35	6	41	343

The University made a total of 288 new appointments in 2017 as displayed in Table 53. The new appointments include the appointments made in Facilities Management due to insourcing of some cooperative staff members.



STAFF

**TOTAL
ACADEMICS**

343



GENDER

159 FEMALES



MALES 143

RACE

AFRICAN

238

COLOURED

0

INDIAN

26

WHITE

38

DISABLED

0

**FOREIGN
NATIONALS**

41

**LEARNING AND
DEVELOPMENT
EXPENDITURE**

R7 953 032



**NEW
APPOINTMENTS**



African

275 > 95.14%

Coloured

1 > 0.35%

Indian

6 > 2.08%

White

7 > 2.43%

INDIVIDUAL DEVELOPMENT PLANS

HR budget/Mandatory Grant/Departmental budget

3 553 818

TEACHING AND LEARNING

Teaching and Learning Development Grant

1 764 621

RESEARCH AND INNOVATION

Research Developmental Grant

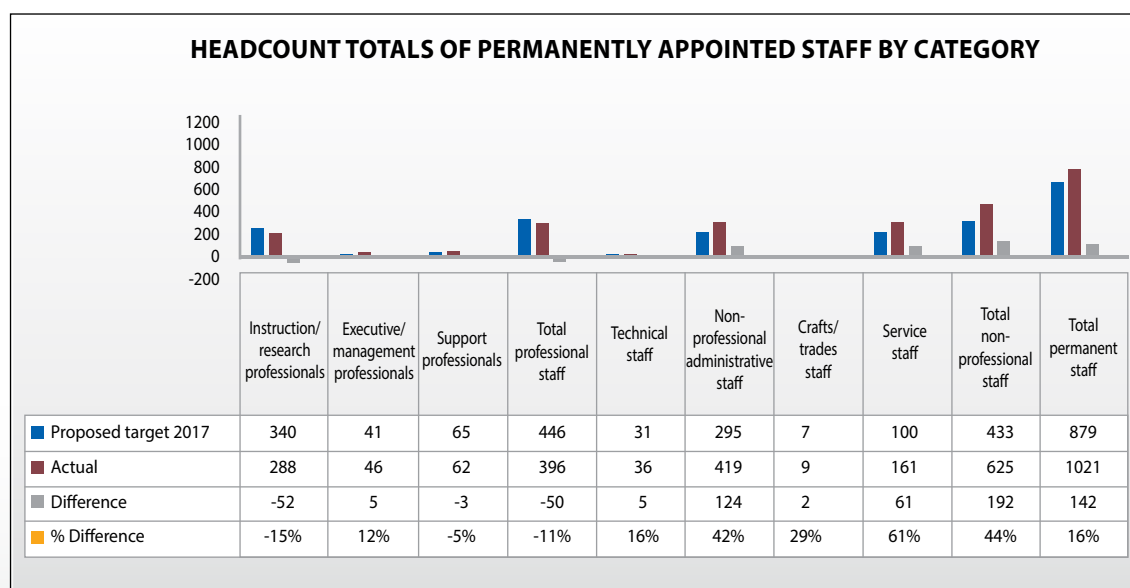
1 764 621

Table: 53 New Appointments 2017

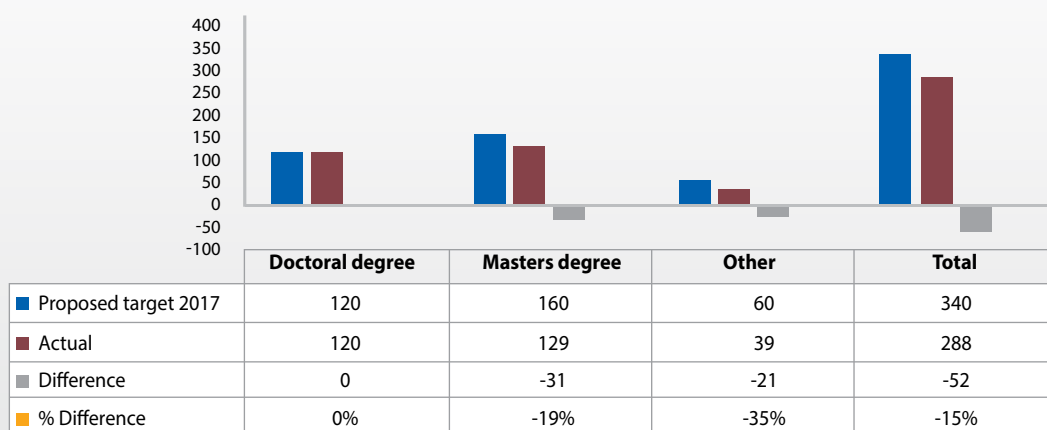
		AFRICAN	COLOURED	INDIAN	WHITE	TOTAL
Executive		1	0	0	1	2
TOTAL		1	0	0	1	2
Full-time	Academic	22	0	1	4	27
	Professional	232	1	3	0	236
TOTAL		254	1	4	4	263
Contract	Academic	3	0	0	1	4
	Professional	1	0	1	0	2
TOTAL		4	0	1	1	6
Temp	Academic	9	0	1	1	11
	Professional	6	0	0	1	7
TOTAL		15	0	1	2	18
Grand Total		274	1	6	7	288
Percentage of Employment		95.14%	0.35%	2.08%	2.43%	100%

The analysis of the data in the table below shows the staff complement by category for projections and actual numbers for the year 2017. The 'Executive/management professionals' category include: MANCO, EXCO, Deans, Directors, Managers, Registrar, and Head of Departments; while the 'Instruction/research professionals' category is academic staff who are permanently employed.

Data shows that on overall staff headcount (both academic and non-academic) the University has exceeded its target by 16%. The total number of non-professional staff exceeds the target by 44%; this includes service staff at 61%, followed by non-professional administrative staff at 42%, crafts/trades staff at 29%, and technical staff at 16%. In contrast, the total number of professional staff is below the target by 11%; with instructional/research professionals 15% below the proposed target.



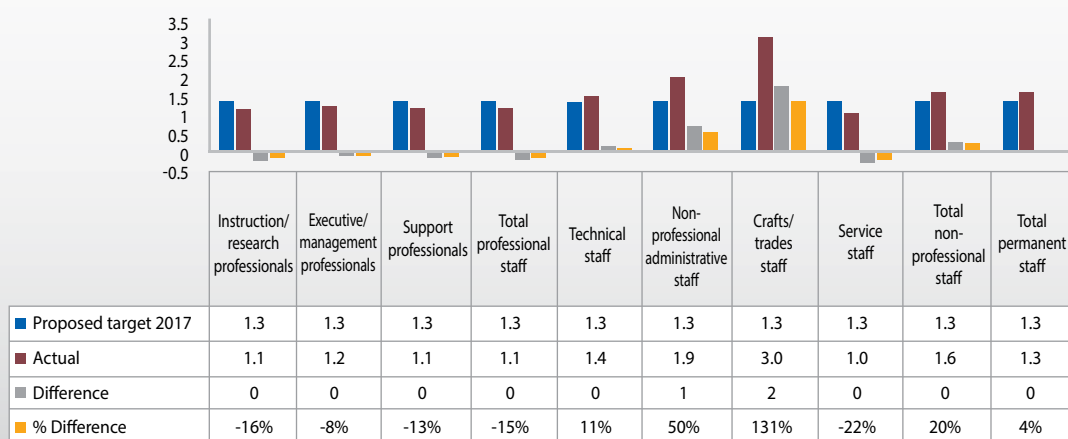
HIGHEST FORMAL QUALIFICATION OF PERMANENTLY APPOINTED INSTRUCTION\RESEARCH STAFF



The analysis of the data in the table below shows that the University is below its targets in all categories for full-time equivalent staff except for service staff. While insourcing could be one of the reasons why the service staff category is above the targets it will be worthwhile for the University to closely monitor its recruitment processes and consider strategies to attract talented individuals to fill the vacancies.

It is encouraging to see that the University has managed to meet its target for permanent academic staff with doctoral qualifications even though the overall target was missed by 15%. Data also shows that there is a shortfall of 19% for permanent academic staff with master's degree and a shortfall of 35% for permanent academic staff with other forms of qualifications below Masters level. However, notwithstanding the overall shortfall of 15% the high shortfall of staff with qualifications below Masters is a good thing for the University – it means that the University is gradually employing highly qualified staff.

RATIOS OF FULL-TIME EQUIVALENT STAFF TO PERMANENT STAFF BY CATEGORY



Academic Promotions

The University has a policy which, among other objectives, ensures that quality academic staff members are promoted according to criteria that are transparent and consistently applied in all faculties. This is to acknowledge their contributions towards achieving the University's goal of being a high-quality academic institution, particularly in the fields of teaching and learning, research, university service and community engagement. It is a form of reward to staff members for actual and sustained service and achievement above standard thresholds set for their current appointment levels. The following academic promotions were approved:

Table 54: Academic Promotions

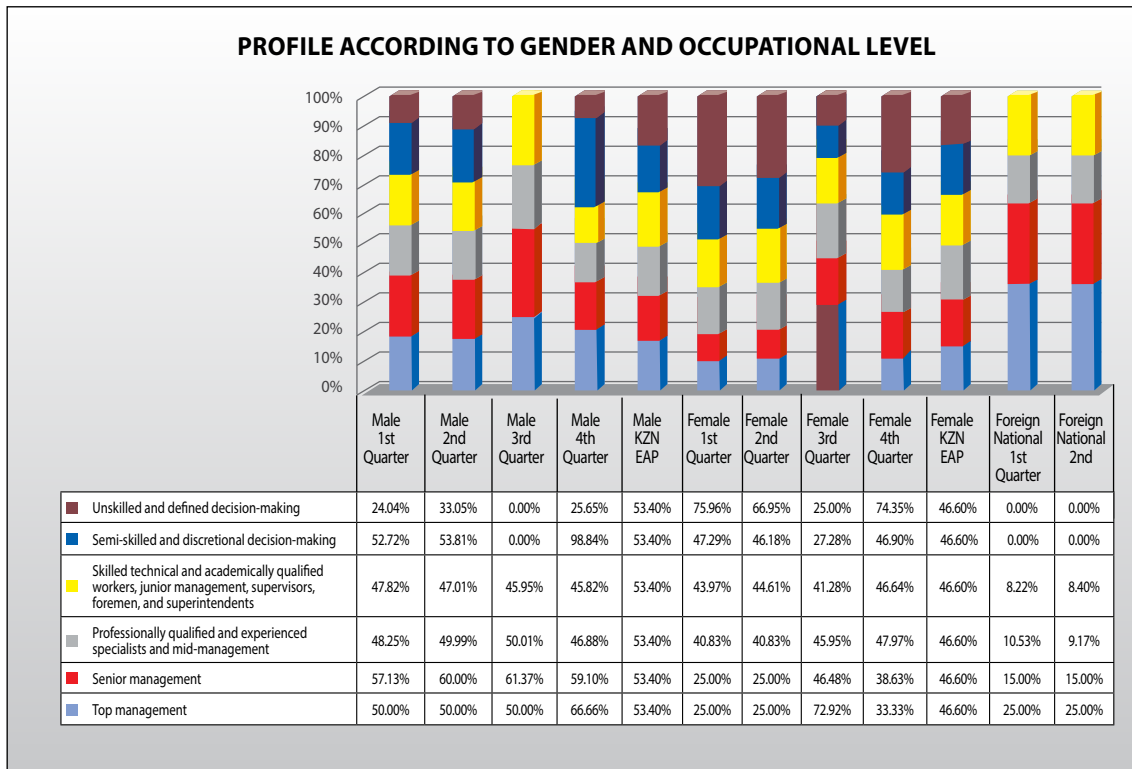
FACULTY	FROM POSITION	TO POSITION
Faculty of Science and Agriculture	Professor	Senior Professor
Faculty of Science and Agriculture	Associate Professor	Professor
Faculty of Science and Agriculture	Senior Lecturer	Associate Professor
Faculty of Science and Agriculture	Lecturer	Senior Lecturer
Faculty of Science and Agriculture	Lecturer	Senior Lecturer
Faculty of Science and Agriculture	Lecturer	Senior Lecturer
Faculty of Arts	Senior Lecturer	Associate Professor
Faculty of Education	Associate Professor	Professor

Equity Targets

The University has approved a five-year Employment Equity Plan, starting in 2016. The annual report was submitted to the Department of Labour on 30 November 2017. The report covered the period of 1 October 2016 to 30 September 2017. Generally, the University still has sufficient representation of Africans and whites, taking into consideration the total workforce profile. The first focal point of redress is the under-representation of women at senior and professional levels. The current percentage of the economically active women in KZN is 47,3%. UNIZULU has a representation of 27.3% of women at Senior Occupational Level and 41.3% at the Professionally Qualified Level. The second focal point is improving the number of employees with disabilities. When the plan was prepared in 2016, only one staff member had declared a disability. After disclosure campaigns, the number increased to three. The latest workforce profile reflects a significant increase in black women at the unskilled occupational level due to the in-sourcing project. The graph reflects movements in gender representation at all occupational levels during the year under review.



Demographic Profile Changes



Skills Development

Individual Performance Contracts incorporate Individual Development Plans, which capture the annual development needs of each employee. A consolidated Workplace Skills Plan was compiled. Twenty-nine staff, both academic and from professional support services, attended the acclaimed University of Stellenbosch Leadership Development Programme. All successfully completed the programme and received their certificates.

Table 55: Learning and Development Expenditure

CATEGORY	SOURCE OF FUNDS	AMOUNT
Individual Development Plans	HR budget/Mandatory Grant/Departmental budget	3 553 818
Teaching and Learning	Teaching and Learning Development Grant	1 764 621
Research and Innovation	Research Development Grant	2 633 593
TOTAL		7 953 032

Pension/Provident Funds

The increase in the employer contributions effected in 2016 as a result of the contribution holiday, proved to be costly in the environment of budgetary constraints. Council approved that management investigate the conversion from defined benefit to defined contribution funds.

Stakeholder Relationships (Union Relations)

Since the expiration in 2016 of the Recognition Agreement between the University and NEHAWU, there is still no recognised union. The process of engagement continued in 2017 in terms of Section 21 of the Labour Relations Act, as amended, without the union being able to successfully demonstrate that it has sufficient membership.

TEACHING AND LEARNING

In line with the Teaching and Learning Strategy and Principles, the University recognises that teaching and learning forms the basis for the achievement of all aspects of the academic vision for a comprehensive university. The University has developed a set of core principles for its academic staff, graduates, programmes and sites of delivery in terms of excellent teaching and learning. Central to that, the University focuses on the achievement of academic excellence in the context of a comprehensive university. Teaching and learning strategies and activities that work are required to intersect effectively with research and community engagement, and address low retention, success and throughput rates. Parity of provision across sites of delivery needs to be assured while permitting each to reflect its location and leverage of local opportunities.

On 1 August 2017, Prof. C. Ndebele took office as the new Director in the Teaching and Learning Centre. Since his assumption of duty, a five-year strategic plan has been developed for the Centre and handed over to the DVC: Teaching and Learning. The Teaching and Learning Centre has started to engage the schedule of reviews of programmes, faculties, departments, centres and units. It was recognised that the planned reviews will be concluded over a three-year cycle. The most urgent needs will be met with the 2017 reviews and the least pressing needs will be met with the 2019 reviews. This aligns with the policy on programme management by allowing all reviews to be concluded within the life cycle of programme offerings in terms of the programme and qualification mix. The cost and budget implications of the reviews were a prime focus for the 2017 cohort of reviews, while recognising and warmly acknowledging the contribution of the Quality Assurance and Planning and the Teaching and Learning Centre.

The Teaching and Learning Centre hosted its First Vice-Chancellor's Excellence in Teaching and Learning Awards on 17 March 2017. The awards are a national strategic imperative that seeks to recognise excellent academics. These awards were established in 2009 – a collaboration between the CHE and HELTASA. The primary purpose of the awards is that individuals who have achieved excellence as teachers can be honoured, recognised and rewarded. In order to do this, academics were encouraged to compile a Teaching Portfolio to showcase their excellent teaching and learning practice. For academics to be eligible, they had to be a full-time academic staff member who had taught one

full semester at the University as per the Promotion of Academic and Research Staff Policy, or staff appointed on a contract basis for at least three years. Three categories of academics were considered for the application namely, the emerging academic, developed academic and distinguished academic. The winners were:

Emerging academic:	Dr N. Evans
Developed academic:	First runner-up – Dr M. Mabusela
	Second runner-up – Dr B. Ntombela
	Third runner-up – Dr M.M. Reddy

Given that the teaching development grant and the research development grant are on their phase-out year, to give rise to a single university development grant in 2018, a phase-out plan was developed and submitted to the DHET. Preparation for the teaching development component of the single university development grant started in earnest in 2016 with registration of two research projects initiated to provide some of the phase-out data. These research projects focused on a few projects of the Teaching and Learning Centre, with ethical clearance certificates for four research projects that took place during 2017. The projects included computer training for students, Writing Centre, and a Tutorship Programme and Scholarship of Teaching and Learning. These studies will assist in evaluating the impact of the activities funded through the Teaching Development Grant and will, therefore, contribute to the phase-out report of the grant in 2017. The University's Academic Planning section took hold of the local planning for the University Capacity Development Programme (UCDG) in consultation with the DHET, the University's Research Office, the Teaching and Learning Centre and contribution from the Office of the Vice-Chancellor. Numerous workshops and meetings were held to finalise the UCDP Plan for submission to DHET. During the month of August 2017, the Teaching and Learning Centre, together with the Research directorate and the Directorate of Institutional Planning, finalised the new University Capacity Grant proposal and this was presented to DHET on 22 August 2017.

Teaching and learning communities of practice set up as part of the development of scholarship of teaching and learning have grown with early 2017 recruits from the faculty workshops. These workshops were critical stimulants for participation in the scholarship of teaching and learning institutional project. Two faculty workshops were conducted to finalise the plan for of scholarship teaching and learning in the Faculty of Commerce Administration and Law and the Faculty of Arts. These

workshops are continuing. To achieve the identified goals, the Faculty of Education has applied for an all-encompassing ethical clearance to allow academics in the Faculty to engage in scholarship of teaching and learning to improve teaching and also create a 'community of practice', which will add to the body of knowledge about teaching and learning.

In mid-January 2017, staff of ASU visited the Faculty of Education. Since then, two staff members of the Faculty have collaborated with staff of ASU. Prof. A. Bayaga (UNIZULU) and Prof. M. Bossé (ASU) are collaborating on a number of projects that are at various stages. Together they have written six articles ready for submission to journals based in the US (already identified). Mrs E.C.A. Kok (UNIZULU) and Mary-Beth Searcy (ASU) presented a paper at an international conference on mathematical modelling in education in Stellenbosch. The Faculty hosted four final-year student teachers between April-May 2017. They started their teaching practice at Matshangule Primary in KwaDlangezwa and they finished on 5 May. The staff of the school reported that they were very happy with the students' conduct. During the students' stay on campus, two staff members of ASU visited the campus, (Bill Peacock, the Director of Early Field Experience for International Student Teaching of Reich College of Education, ASU and Monica Lambert – Associate Dean, College of Education, ASU) with a particular focus on checking the students' progress on their placement and strengthening collaboration with the school for future placements.

RESEARCH AND INNOVATION

The University is committed to the promotion of research as a core university activity and the building of research capacity. Its research strategy recognises the need for research to address local, regional and national and international needs. It seeks ways to engage in a critical dialogue with partners to build research in areas that complement the University's historical niche as an African university, while ensuring internationally recognised excellence.

The University's vision is to be a leading comprehensive university, providing quality education with a mission to produce globally competitive graduates, relevant for the human capital needs of the country, by providing quality education that upholds high standards of research and academic excellence. Within this context, the University's Strategic Plan 2016-2021 states one of its goals as being to conduct research appropriate to a

comprehensive university. It wishes to be recognised as a leading institution in applied research.

The University considers research to be an integral part of its mission and strives to develop and maintain a sound academic environment that is conducive for research and innovation. It expects academic staff to undertake research and to supervise postgraduate students and accordingly needs to ensure that staff have the necessary qualifications, skills and attributes to supervise, conduct ethical research and produce quality research outputs that are relevant and which impact on the South African society generally, and in particular, the region in which the University is situated. The research conducted by the University aligns to the Vision, Mission and Values of the Institution, which facilitates and develops a research culture of excellence at individual, group, faculty and research associated entity levels.

The University's research strategy operates at a number of interlinking levels that promotes the development of a culture of scholarly excellence and sustainability in an integrated way through research strategies that focus on the fundamental aspects of scholarly practices.

A resurgence of the University research and innovation policy environment has been encouraging. The University is on the upward slope across the board. Indeed, along with this statistic, externally funded projects by researchers, and a growing number of internal collaborative projects further give a sense of optimism about the future of research at the University.

The establishment of the (i) Internationalisation and the (ii) Community Engagement offices indicate progress in the University's integration into the broader multifaceted collaborative approach. To this effect, our active participation in the Ethekwini Municipality (MILE) programme annually and in the KZN Office of the Premier advisory programme, a visit by the Pan African University delegation (accompanied by DST and DHET) on 21 July 2017, and an upcoming initiative to establish a Bio-Fuels Centre of excellence at UNIZULU – vindicates a newly found optimism in UNIZULU research.

The Institutional Research Office's main roles are to provide leadership in monitoring and evaluation of university strategic plans through institutional research; and to develop research protocols and manage the data gathering and analysis on specific research questions. Institutional Research Office activities and achievements include the following:

- **Data has been collected and is being analysed for the following study:** Graduate Opinion Survey – The

Institutional Research Office continued collecting data on the Graduate Opinion Survey; however, the research tool is under review and a process for a newly conceptualised and ethically approved proposal is underway.

- **The following study is at pilot phase:** Staff Climate Survey – The purpose of this study is to determine qualitatively and quantitatively the perceptions and experiences of both academic and support staff of the organisational climate at UNIZULU and how this relates to their job satisfaction. This is done in an attempt to support decisions aimed at making the University a better place to work and learn.
- **Research questions and tools at finalisation phase for the following studies:** First-year Student Experience Survey – The purpose of the study is to establish the nature of the perceptions and experiences of first-year students in relation to UNIZULU educational arrangements and the extent to which students are satisfied with their total learning experience at UNIZULU.
- **Post-doctoral Fellowship Survey:** The purpose of the study is to solicit the views and perceptions of post-doctoral fellows at UNIZULU with the academic aspects, support services, quality of and access to facilities, and the institutional culture at UNIZULU.
- **Postgraduate Experience Survey:** The study seeks to establish the nature of PG student experiences with the academic aspects, support services, quality of and access to facilities, and the institutional culture at UNIZULU.

STUDENT ENROLMENT

The development of long-term enrolment plans (Enrolment Planning) and setting of targets to be agreed upon with the DHET is coordinated by the Institutional Planning Directorate. Enrolment planning should promote a balance of student intake in terms of social sciences and SET areas, programme types and level of study, demographics in line with transformation imperatives, and diversity in terms of a spread of student nationality and cultural backgrounds. These plans should be linked to faculty teaching and research capacity and FTE based funding provided by the State. Enrolment plans should take into consideration the human intellectual capacity of the University in various knowledge areas and the infrastructural capacity of the plant across all campuses. Enrolment plans shall be produced in collaboration with the DVC Teaching and Learning, DVC

Research and Innovation, the Registrar and approved by the University Executive Committee, Senate and Council. While the University had submitted a revised enrolment plan that introduces Engineering programmes into the University PQM, this plan was eventually revoked and the University was asked by DHET to operate within the confines of the 2013-2019 Enrolment Plan.

Council approved the introduction of an online registration system to be fully implemented by 2020. In order to achieve this, the Office of the Registrar had to drive a programme of academic structure revision to ensure that the academic structure of the Institution corresponded with the Institution's PQM and that the structure was correctly reflected on ITS to enable online registration. Phase II was successfully completed in 2017 and the University embraced the enhancement of numerous academic administrative processes during the year. Staff members, from within the ambits of both academic and faculty administration, were timeously introduced and workshopped on the proposed initiatives for 2018 to ensure that all were well informed of the positive impact these interventions would have on the academic administrative processes in 2018.

The following outcomes were achieved during Phase II:

- The creation of a 'Zero Defect' academic structure was set up and approved by Senate and Council and proven to be accurate through the means of an error-free HEMIS report.
- The establishment of a faultless, fully-functional student administration system that was fully tested prior to registration and was successfully implemented during the 2017 registration process.
- Raising the levels of skills and knowledge among staff members to ensure effective and efficient management of the system. This was done with encouraging success.
- Creating the readiness for the system to facilitate the Student Web Online Registration System. This was achieved and the system operated effectively with minor adjustments to correct unforeseen errors and omissions.
- Ensuring completeness and accuracy of all policy and procedure manuals.
- Ensuring a successful commitment by students to the Student Web Online Registration System. The absence of a properly constituted SRC prevented the testing of acceptance by the student body. Anecdotally, however, students appeared positive and supportive of the process and benefits on the

online registration system. The ease of operation, time saving, accuracy and helpfulness of the steps to follow were embraced by all those students who had the opportunity to use the online registration system.

- Accurate statistical and performance reports to Government to ensure optimum subsidy. The error-free HEMIS report in the latter part of 2017 is an encouraging sign that future reports will enjoy the accuracy displayed and will build up the trust required to ensure the optimum support from the DHET.
- Significant cost savings in the areas of part-time labour, use of external expertise, wasted time in manual operations.
- An improvement in the quality of student life experience on campus.
- The Auto-Promotion of all undergraduate students.
- The setting of the 'Maximum Credits' on the ITS database for all undergraduate and honours programmes, thus restricting students from registering additional modules over and above the prescribed norm.
- The automated updating of numerous result statuses and admission criteria on the ITS database, via the Auto-Promotion process.
- The setting up of the various Module Groupings per

qualification, per study period, as contained in the respective faculty handbooks.

After the registration of students at the beginning of 2017, the headcount enrolment targets were as follows:

Table 56: Student Enrolment in 2017

ENROLMENT TYPES	TARGET	ACTUAL
First-time entering undergraduates (FTE)	3 900	3 753
Total undergraduate enrolments	14 100	15 539
Total postgraduate enrolments	1 825	1 687
Total enrolments (undergraduate and postgraduate)	15 925	17 226

While the University exceeded its headcount target for undergraduate and postgraduate enrolments in 2017, there was a slight shortfall in FTE enrolments. In the larger scheme of things, the institutional enrolment for the 2017 academic year was in line with the University Enrolment Plan 2014-2019 targets agreed upon with the DHET. Over enrolment can largely be contributed to non-exclusion of students already in the system and pressure from the #FeesMustFall campaign.

The headcount enrolments by race and gender are contained in Table 57.

Table 57: Student Profile by Race and Gender: 2017

RACE	2017	%	MALE	FEMALE	% MALE	%FEMALE
African	17 135	99.5%	7 162	9973	41.6%	57.9%
White	20	.12%	7	13	.04%	.08%
Indian	46	.27%	14	32	.08%	.19%
Coloured	25	.15%	10	15	.06%	.09%
TOTAL	17 226	100%	7 193	10 033	41.8%	58.2%

The University prepared and submitted its mid-term review of the student enrolment plan to the DHET in November 2017. There is a focus on growing enrolment in scarce skills such as Accounting, Science, Mathematics and allied subjects coupled with growth in postgraduate training, while maintaining robust enrolments in teacher development to strengthen the performance of the further education sector in these scarce skills. Faculties made plans to closely manage student enrolment planning as a way of monitoring, evaluating and enhancing course and programme enrolment management.

STUDENT THROUGHPUT

The University has managed to strike a good graduation balance between undergraduate and postgraduate qualifying students. This implies that the University is contributing to the generation of intellectual capital at all levels in line with its size, shape, and institutional mandate. The University exceeded all its targets as per Table 58.

Table 58: Headcount Graduations in 2017

GRADUATION TYPE	TARGET	ACTUAL
Undergraduate qualified	1 948	3 330
Postgraduate qualified	441	866
Total graduates (undergraduate and postgraduate)	2 389	4 196
Success rate	80%	86%

Undergraduate degrees diplomas/certificates for 2017 graduates that were awarded in 2018 are contained in the tables below.

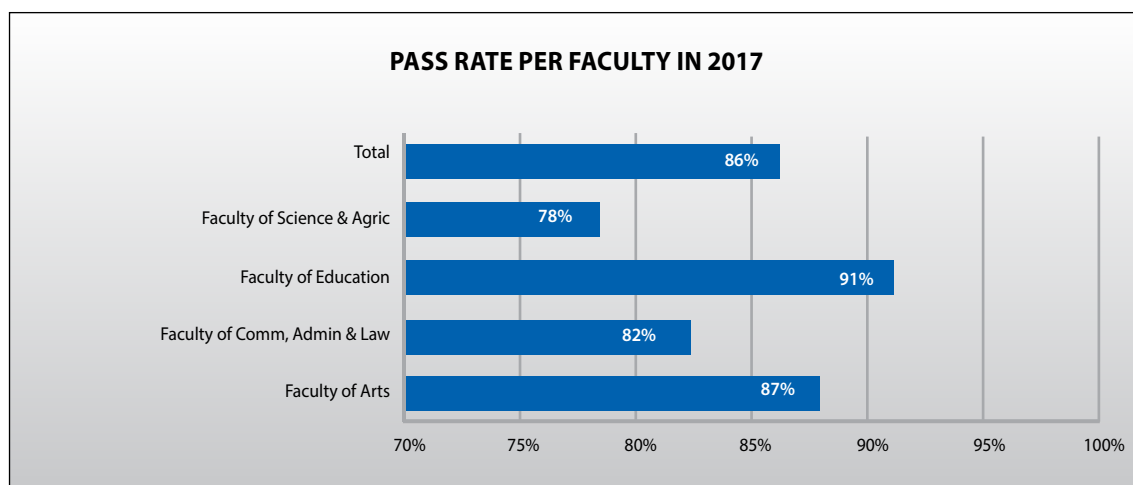
Table 59: Graduation Statistics (Percentage and Figures of Male/Female Graduates – Overall)

FACULTY	UNDERGRADUATE					POSTGRADUATE					TOTAL
	FEM	% FEM	MALE	% MALE	TOTAL UG	FEM	% FEM	MALE	% MALE	TOTAL PG	
Faculty of Arts	600	30	306	23	906	67	13	56	17	123	1 029
Faculty of Comm, Admin and Law	397	20	336	25	733	24	4	34	10	58	791
Faculty of Education	660	33	475	36	1135	359	67	177	53	536	1 671
Faculty of Science and Agric	336	17	220	16	556	85	16	64	19	149	705
Totals	1 993	100	1 337	100	3 330	535	100	331	100	866	4 196



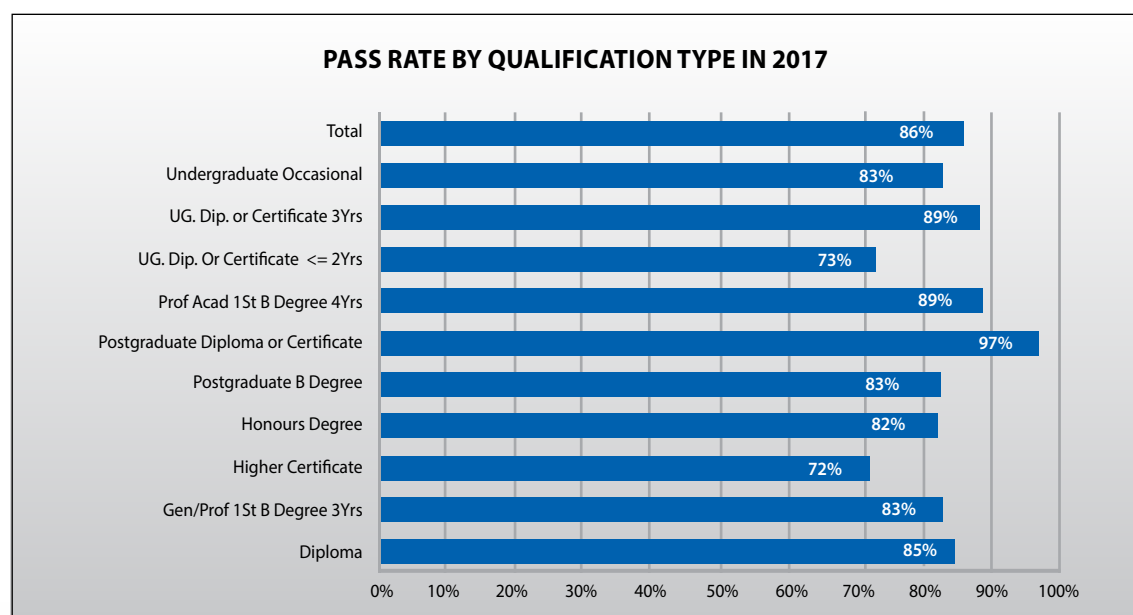
Student performance in terms of modules registered for and those passed continues to improve, as shown in the following tables.

Table 60: Pass Rates across all Faculties



Data presented in Table 60 above shows that on average, the University had a pass rate of 86%. The highest pass rate was in the Faculty of Education (91%) followed by the Faculty of Arts (87%), Faculty of Commerce, Administration and Law (82%); while the pass rate in the Faculty of Science and Agriculture was 78%.

Table 61: Pass Rates by Level of Study inclusive of all Faculties



Data in Table 61 is consonant with the analysis above, which shows that pass rates at UG level were predominantly high across the faculties. It is worth noting that the highest pass rate among these was the professional academic first bachelor's degree (4 yrs) 89%; while the pass rate for the general professional first bachelor's degree (three years) was 83%.

INSTITUTIONAL PLANNING

HEMIS Reporting

The University has been in compliance with all the set deadlines by DHET regarding HEMIS Valpac submissions, which happen through the Institutional Planning office. The HEMIS office prepared relevant training documents in 2017, which will be used as HEMIS manuals to educate internal staff. The HEMIS Statistics Profile was also developed to provide data in a summarised format as a first draft ever, which will be presented at the HEMIS INDABA. Submission to DHET about Valpac Space database was done on 31 May 2017. A proposed HEMIS data audit activity schedule was sent to the Head of Finance, copying the external auditors for noting the timelines and due dates internally as a guide of the process. For Staff HEMIS data, HR cleansed minor errors during this month and the database was error free ahead of time. Therefore, the staff data audit took place on 8 June 2017 at the HR Office and all audit queries were addressed and finalised by 9 June 2017.

For student HEMIS data, a few minor fatal errors were resolved, which brought the HEMIS data to an acceptable level of submission to DHET. The HEMIS database for students, which contains enrolments up to graduates, was ready with only one file reflecting a fatal error, which DHET gave clearance and permission for acceptance to submit officially. The external auditors from KPMG concluded the audit on 7 July 2017. All departments that had audit queries raised did comply with all the required data and evidence in order to assist the HEMIS office to be able to submit the University database by end of July. The final audit report was issued on 31 July 2017 to both the HEMIS Office and Executive Director Institutional Planning Directorate. The Institution continued with its preparations for student data submissions in October 2017. The very first 2017 set of student HEMIS data was regularly validated and cleansed by the relevant units affected by the fatal errors. The departments that were affected were Admissions, the Academic Structure Office under the Registrar and the two faculties – Commerce and Arts. All affected departments that had fatal errors cooperated with clearing them up. The transfer of data from ITS to Valpac was done on a daily basis in order to monitor the situation of corrections by the various stated departments until the last day of the month when submission was due. Finally, the HEMIS submission was sent to DHET on 31 October 2017 and confirmation of receipt from DHET was received on the same day. The DHET sent a request for all universities on 3 October 2017

to compile and submit a HEMIS template for information about Teacher Education. The statistics were extracted and compiled as per the requirements stipulated in the template and submitted to DHET on the 31st October 2017. This was information about the University's Faculty of Education's enrolments, enrolled FTEs and graduates by gender and race for the academic year 2016. The task was successfully completed and submitted at the end of October 2017.

The HEMIS Office has conducted the calculations of the University's block grant estimates expected for the 2018 financial year. The guiding document was the DHET Ministerial Statement for Funding Subsidy 2018/2019 dated November 2016 version as the latest sector financials from Government.

Academic Planning

At institutional level, the University embarked on quality reviews of academic programmes, departments and units. The project was divided into three annual phases: 2017-2019 to cover the entire programme and qualification mix and all departments and units. The University also engaged in the SAICA review and the LLB National review process, as mentioned in the Senate report. Tables 16-19 in the Senate report contains information in respect of submitted, approved and accredited programmes for the year under review. A database was also prepared by the Quality Assurance Office from the graduation lists and submitted to the Registrar's Office for verification on 14 August 2017. This was sent to SAQA for registration.

Data Management

The University established the Strategic Analytics and Business Intelligence Office to deal with data warehousing and analytics. The Strategic Analytics and Business Intelligence Office's main role is to help management develop policies, strategies, and programmes through benchmark reports, trend analysis, and internal reporting on performance indicators. The Office conducts analysis that is complementary to tactical or operational intelligence analyses, which are focused on specific targets or individuals and support the day-to-day activities of operational line units, and examines trends and future development in different discipline areas as aligned to the strategic objectives.

The Office commenced with a process of developing a Data Integrity and Data Governance Framework for the University taking into consideration risk, value and cost. The office has produced the first draft of the analytical

trends of enrolment, staffing and research at UNIZULU for the past five years and further produced a comparative analysis report of the CHE Institutional Report for the special audit. The office also produced a special analysis of the Bachelor of Accounting Science in preparation of the SAICA visit/review.

The Office also led the submission of the Foundation Grant Report on student data to DHET for the 2016/2017 reporting period. A process commenced in 2017 to develop a University Benchmarking Framework. The office produced a benchmarking analysis in the HWSETA proposal for the rejuvenation of the Social Work programmes and has produced viability analysis for numerous programmes to be introduced in the University.

A draft of the University 'Facts and Figures' booklet was produced in 2017. This publication will provide brief, factual information on a selection of important key figures and main student, staff and research trends in the University. The document will be a pocket-size offering, giving all stakeholders a glimpse of the state of enrolment, staffing and research output while offering some highlights of 'the good and the great' about UNIZULU.

The Student Success Flagship Project was developed during the year under review and a proposal of the project and project plan have already been finalised. This project is aimed at putting in place a coordinated structure to support the institution-wide integration of data collection and analysis focusing on student success at the University. The Campus Intelligence Data System is a part of an enterprise-wide system that seeks the integration of information and alignment of business process across the enterprise. It will help in the transformation of the Institution and student information from that of a governance model centred on traditional educational institutions to best practices developed in the management of public and private enterprises. Enterprise Architecture focuses on alignment of four knowledge domains: business architecture, information architecture, application architecture and technology architecture. The project focuses on three areas of work:

- Understanding university readiness among undergraduate students (systems related);
- Integrating data on university student support programmes (data warehousing and coordination); and
- Institutional capacity building on data analytics (capacity development).

The main goals of the project are to develop business analytics capacity across the University, have data on student performance and experience systemically available, and to institutionalise a culture of evidence-based interventions across the University. It will also assist to develop models to predict student success, especially at undergraduate levels. A project to establish a data warehouse for the University has commenced and the process of procuring the right platform through ITS is underway.

Occupational Health and Safety

The Occupational Health and Safety Act 85 of 1993 prescribes that there be the appointment of health and safety representatives in section 17, which is a legal requirement; representatives need to be designated in writing, for a specified period of time. It is important to note that the appointment of representatives should be done in accordance with the agreement, as contemplated in the General Administrative Regulations of the Occupational Health and Safety Act. According to Safety Regulations 3, the employer has a duty to appoint first aiders to provide prompt assistance in case of any injury to any employee. Therefore, the training for such people is necessary for their appointment to be effected. The University also needs to have emergency coordinators and fire marshals in place; hence the training of these individuals was necessary. Training took place from 21-22 August and were conducted by LLTDS training and safety consultants. Members have received certificates and the University formally effected trainee appointments.

Marsh Insurance and AON Insurance conducted an assessment on fire equipment and response systems. Arrangements to finalise all fire related risks identified during an assessment were conducted during the year under review. Fire equipment with Sonke Fire at Executive Residential Homes in Zini Estate has been installed. A fire risk assessment was conducted at the Richards Bay campus and Sonke Fire is in the process of finalising servicing/repairing/replacing the fire system and detectors and fire suppression in the server rooms. All fire extinguishers on both campuses have been serviced and they are in the process of repairing and replacing all fire hose reels. Risk assessments were conducted at the ICT building, all laboratories and King Bhhekuzulu Hall in 2017.

Several SHE Committee meetings were arranged and held during the year under review.

An Injury on Duty (IOD) procedure and incident/accident reporting procedure has been developed in

collaboration with HR and has been circulated to all University staff members. Four staff members have since attended a training workshop on the Compensation for Occupational Injuries and Diseases Act (COIDA) in collaboration with the Department of Labour. An Emergency plan has been drafted and is waiting for approval.

Two delegates from the University attended the Safety, Health and Environment Campus Association of South Africa (SHECASA) conference, which took place at Three Rivers Lodge in the Vaal on 7-8 September 2017.

STUDENT SERVICES

As student assistance is the essence of everything Student Services Department (SSD) aspires to, and being cognisant of the opportunities accorded with the arrival of students with different capabilities and motivation levels, it has prioritised its service in the light of the demands placed by students manifesting an array of social developments.

This report highlights the successes of 2017 while at the same time notes the challenges. The SSD consists of four divisions that cover the holistic needs of students. These include:

- Student governance and development (SG and D);
- Student housing; sports and recreation;
- Campus health and clinic; and
- Career guidance and counselling.

In an attempt to ensure that best practices consistent with those of reputable and internationally recognised institutions, the SSD focuses on student leadership, best governance practices and community engagement and development.

Student Governance

The University recognises the critical role played by Student Governance and Development in ensuring that democratic processes are discharged. Student leaders are from academic, extra-curricular, clubs and political formations. For ease of governance and the commitment to rendering quality services, students organised themselves into clubs and societies according to their areas of need, interest and association.

Student Governance and Development Section supports these various societies by ensuring that these are for the common good. Workshops for capacity building are conducted for student organisations to enable them to deliver according to their specific programme

of action. Each organisation is allocated funds from the societies' levy to implement its programme of action. Leadership forums on matters of interest are usually conducted to get a broad buy-in from the societies and to ensure shared perception on institutional matters pertaining to transformation.

The University recognises the critical role that students play in the drive to deepen democracy and broaden transformation among the different communities in South Africa, and, therefore, worked closely with the student body in order to ensure that the election of a democratic and representative SRC took place. The 2017/2018 SRC Elections were held on 14 September 2017 at both the KwaDlangezwa and Richards Bay campuses. The elections proved to be another milestone in Student Services' efforts to prepare students for the world of work and life in general.

Student Development

The University embraces the national and global drive to recognise students as future citizens of the world. This it achieves through providing skills, information and activities that broaden the students' knowledge base.

A campaign against gender-based violence was launched in 2017. In attendance were Vice-Chancellor Prof. X. Mtsoe, former Deputy Minister of DHET Hon. Mduzuzi Manana and CEO of HEAIDS Dr Ramneek Ahluwalia. The President of ENACTUS UNIZULU, Miss Thabile Mdhuli, was a panellist.

In March 2017, First Things First was launched, followed by ZAZI, where Ms Zanele Mbokazi was the speaker of the day. Brothers 4 Life was also staged to highlight the (im)maturity of male students with the intention of creating a better civic society.

Student Leadership Guide

The SSD produced a procedure manual that will add value to the administration of activities of student structures. The procedure manual aims to address pertinent administrative matters related to the processing of requests from students for certain services and activities. The manual is in its draft stage and the intention is to have it implemented after a proper consultative process. One of the highlights of 2017 was a Student Leaders Workshop in March 2017 at which Ms Gugu Mashiteng, a former SRC President, was the guest speaker. She is currently the Chief Financial Officer at Mpumalanga Department of Education. In the same month, student structures presented their plans of action (POAs) for the

year. The renewal of affiliation with the SRC happens before the presentation of POAs and is guided by Chapter 4 of the SRC Constitution.

The Student Governance Section played a pivotal role in renewing the affiliation of student structures within the SRC. It also facilitated presentations of programmes of action and encouraged political formations to hold AGMs in accordance with their constitution. In order to promote and deepen constitutional democracy, student structures were presented with an opportunity to elect their new leadership. For example, successful elections of Faculty Councils, and executive committees of different student structures and House Committees took place.

Disability Unit

The University strives to comply with DHET policies and the Bill of Rights, which forms the basis of the Constitution of South Africa. Over the years, disabled students have been struggling on their own without a particular office that is dedicated to their special needs. A Disability Coordinator was appointed in 2016, and the Unit is playing a crucial role in advocating for accommodations for students with disabilities.

The University is working on a number of policies pertaining to students with disabilities and these include the Examination and Assessment Policy, Admission Policy, Student Housing Policy, and Infrastructure and Access Policy.

On 9 October 2017, the Disability Unit hosted a Symposium on Students with Disabilities under the theme 'Access and Success for All'. The purpose was to address the question of accessibility of the Institution to students with disabilities and to deliberate on relevant efforts to ensure success for all students at the Institution.

The current student disability profile is contained in Table 62.

Table 62: Disabilities

CATEGORY OF DISABILITY	NUMBER OF STUDENTS – 2017
Hearing (with a Hearing Aid)	7
Disabled but Functional	2
Other	21
Sight	29
Physical (Move, Stand, Grasp)	6
Epilepsy	1
Blind	1
Paraplegic	1
Total	68

Administration of Student Residences

As a rural-based institution, the University strives to provide as much accommodation as is possible. In 2017, there were 4 960-bed spaces in both university as well as outsourced residences. There were 3 847-bed spaces on campus and 1 113-bed spaces in off-campus residences.

There is a realisation that the administration of residences requires a more streamlined process. Internal auditors have also pointed out the inadequacies of residence inspection processes and the administration of residences. In order to attend to the concerns, forms were developed that will be utilised from the beginning of 2017 in order to streamline processes. In response to internal auditors' concerns that residences require a more streamlined process, various forms were developed that were utilised in 2017. These forms enable the Student Housing Section to have records of student movements so that the division may account if disasters or disappearances occur.

Student Guidance and Counselling

The Guidance and Counselling Section assists students to make informed decisions about careers they would like to pursue and register for. The programme involves inviting experts from various fields across the University curriculum to address and advise students about career options that students may want to pursue. The then Deputy Minister for Higher Education, Mr M. Manana and the Section also participated in the Apply Now/Khetha Campaign, which was also about providing a deeper understanding of career choices and matching career choices to personal attributes.

The Section also receives invitations from municipalities, NGOs, church organisations and schools to assist the youth in choosing careers. For instance, in 2017, schools from Babanango and Nquthu rural areas in KwaZulu-Natal as well as in Piet Retief schools in Mpumalanga, were visited to provide career guidance, advice and student recruitment. Without this initiative, some students who do not know how easy it is to gain entry to a university may not even attempt to apply and in that way, miss out on future opportunities.

The orientation programme for first-time entering students commenced in January 2017 and ended in February 2017. The purpose of the programme was to integrate first-time entering students into the UNIZULU student life, hence such a comprehensive programme with different aspects about the University. This is an important contribution to the retention of students. The

University is also in the process of developing a First-year-Experience Handbook, which is going to provide the necessary information to first-time-entering students. It is an effort made by the Student Services Department to reduce the dropout rate in the first year of study.

Ongoing counselling services are available to students who present with various kinds of challenges that range from culture shock as a result of their inability to adjust or transition from school to university to psychosocial problems. Options are offered for students to make informed decisions. Necessary referrals are made to other professionals when there is a need for this. It is encouraging to note that through the professional approach adopted by the staff, students find it easy to present their challenges, which are addressed timeously. Those who cannot be addressed by staff are referred to relevant entities.

Peer-helper Programme

Senior students are interviewed and recruited to serve as support to junior and freshmen/women to the University. The Section has peer-helpers in both campuses (KwaDlangezwa and Richards Bay) who are recruited from all four faculties and trained in basic counselling skills. Life skills training includes: time management; study skills; exam preparation; substance abuse, which was conducted by SADD; gender-based violence, which was conducted by Zululand Lifeline. The peer-helpers identify students who are at risk and refer them accordingly to the relevant service provider. They also organise workshops or information sharing sessions for the students.

Life skills training

With the help of peer-helpers the section reaches a larger number of students when running the life skills programmes. The Section holds workshops on study skills, stress reduction and job hunting skills. The aim always is to ensure that students who exit the system are not only equipped with academic skills, but become fully rounded citizens.

Graduate recruitment

The prospective employers also communicate with the Section when coming to recruit from final-year students and use our peer-helpers as brand ambassadors for their companies. For instance, Nedbank has employed one of our graduates.

Preventative Programmes

The Section also arranges campaigns to address various social ills like substance abuse with the help of external service providers, namely SAPS and SANCA.

Health Clinic

The University attracts both young and mature students from different parts of the country as well as international students. Upon entering the University, these students encounter challenges of a physical nature, life-threatening illnesses and violence. The following are the most common medical challenges reported to the Campus Clinic: sexual and reproductive health problems, unwanted pregnancies, violence of various forms, and the scourge of HIV/Aids.

Access to student-friendly healthcare facilities offer a lifeline to these students as UNIZULU is not within walking distance of secondary and tertiary healthcare facilities. A student-friendly primary healthcare facility on site, therefore, becomes mandatory. The Campus Healthcare Clinic, due to its geographical location, is well-positioned to offer these students a lifeline.

The Clinic aims at disseminating information on self-care in order to promote a healthy lifestyle. The following services illustrate the functioning of the Healthcare Clinic:

- Students and employees: All services that are provided at the clinic are at a primary healthcare level and they all follow the Department of Health guidelines.
- Primary healthcare: A holistic care approach is rendered continuously to students and employees of UNIZULU. While the Campus Clinic caters largely for students, there are also staff members who take advantage of the services rendered there. Increasingly, probably because of the background of disadvantage from which students come, there are more students who rely on the Campus Clinic than private healthcare facilities. Primary healthcare has three components:

Disease Prevention and Health Promotion

Health education plays an important role in preventing diseases and encouraging a healthy lifestyle that is necessary in order to enable students to concentrate on their main purpose at university, namely to study. Health professionals at the Clinic are qualified, specialised and experienced to assist and advise the UNIZULU community members with regard to all health related issues and problems. Health awareness campaigns are scheduled

from time to time in collaboration with external health professionals from the Department of Health through the Memorandum of Agreement that exists between the University and the Provincial Department of Health.

Curative Service

Conditions that are dealt with at this level include: headaches, influenza, chest problems, gastro-intestinal tract problems, skin problems and sexually transmitted infections (STIs). Major problems or health issues that fall beyond primary healthcare are referred to medical practitioners at nearby hospitals and private healthcare facilities.

Rehabilitative Services

Individual students and staff who suffer from the following conditions or problems are assisted and educated to maintain a healthy lifestyle that will reduce the adverse impact of these conditions on their quality of life, productivity and learning ability: HIV/Aids, hypertension, TB, diabetes, getting infected through living with a person who has an infectious disease and alcohol and drug addiction. Nursing practitioners make a special effort to help individual students or staff members to adopt a behavioural change that is required to maintain optimum health.

The HCT (HIV/Aids Counselling and Testing) programme of the Department of Health ensures that all clients coming to the clinic receive counselling about needs and benefits of testing for HIV as a first step towards voluntary counselling and testing (VCT – own choice).

The Clinic's strategy emphasises a holistic approach that gives equal attention to the 'whole' person, each with unique physical, social physiological, spiritual and emotional needs. Referral to relevant professionals or specialists is done as necessary. Counselling services play an important role in this regard, especially in addressing stress-related problems that negatively impact on students' focus on education. Students have the right to decide whether to use the Campus Health Clinic or other health facilities that are available in Empangeni. In the interests of continuity of care, it is essential that they make their choices known.

Campus Health Clinic staff were given professional training by the National Department of Health on a new health programme slated for implementation in 2018. Known as Pre Exposure Prophylaxis (PrEP), it will be the first of its kind in KZN. UNIZULU is privileged to be the

first university in KZN to be used as a guinea pig for this programme. The reason for UNIZULU as the choice is based on the exemplary structure and responsiveness of the Campus Health Clinic. This programme is a life saving programme that will benefit staff and students immensely; it will help to reduce the menace of HIV/Aids issues drastically. The programme will be launched on 23 March 2018 by the honourable MEC for HEALTH Dr Sibongiseni Dhlomo at King Bhekuzulu Hall.

A new professional emergency service has been implemented and since its inception, the Section has seen an increased demand and appreciation for the service. The emergency service plays an important role in saving the lives of students, especially during after hours, weekends and holidays when the clinic is closed. Paramedics cover on- and off-campus residences. A 24/7 emergency service is also available.

Extra-curricular Activities 2017

The activities, achievements and challenges experienced in the Sport and Recreation Section in 2017 include the organised participation of students in the following leagues: Campus Soccer League (CSL)-10 students' teams at KwaDlangezwa and eight at Richards Bay participate in the Campus Soccer League; the KZN Netball league; the Zululand Rugby league; the Zululand Hockey league (ladies and men); the Zululand Squash league (ladies and men); the SAFA King Cetshwayo SAB league and the USSA KZN Basketball league and Championships.

Achievements

The sports clubs always strive to achieve top positions and 2017 was no exception. UNIZULU was able to achieve sterling performances in the following areas: Boxing – Gold Medallists and overall USSA Boxing National Champions; Bodybuilding – Gold Medallists and overall USSA Bodybuilding National Champions. The University has achieved these results consistently for the past three years in these areas. Netball – Overall Gold Medallists and USSA Netball National Champions of Section B – they were thus promoted to the top Section A. Other areas of achievement include Volleyball; Football; Squash; Supa-Pool. The University hosted the U18 Schools' African Bank Football Challenge and participated in the Intervarsity Championship, where the University came out as the overall champions. The University further participated as an USSA officials' delegation in the 2018 World Students Games in Taiwan-Taipei.

INSTITUTIONAL RESOURCES MANAGEMENT AND CAMPUS DEVELOPMENT

The master plan for KwaDlangezwa Campus provides for major expansion and growth, including a New Student Centre, Student Services Building, New Student Residences and Multipurpose Centre. Such developments require improvement in the campus infrastructure. The delayed DHET funded infrastructure projects were reactivated and a Senior Project Manager and Head of the Unit was appointed who will oversee the implementation of the DHET infrastructure projects. The University Council approved a turnkey solution for the entire infrastructure development project.

The construction of the 288-bed space residence on KwaDlangezwa campus has been completed and furnished and students are using it.

The upgrading and improvements of the air-conditioning system at the King Bhekuzulu Hall was completed in 2017 and is fully operational. The upgrade of the 88KV/11KV main substation was also completed. Plans are underway for the installation of 11KV 185m² cable and all fibre optic tubing, which is a three-year project. The three-year plan to upgrade the LV panels, which started in 2017 with Substation B, will continue. Plans are underway for the upgrade of panels.

A submission for 2018-2021 infrastructure funding was submitted to DHET for funding and confirmation of the funding is awaited.

The post for Director: PPO was advertised and will be filled in 2018. The maintenance of student accommodation will also be prioritised for 2018.

Eight projects proposed by UNIZULU in its final business plan in 2017 were approved, totalling R174 282 067. The IT project, which covers infrastructure related costs amounting to R19 400 000, will be funded from the Infrastructure and Efficiency Grant (IEG).

The ITS Application Controls Review took place in 2017. In July, Sizwe Ntsaluba Gobodo Auditors performed the ITS Application Controls Review (Student Management and Finance). The scope of the review focused on the pre-input (controls to ensure input is authorised), input (validation controls to ensure captured data is accurate and complete), processing (controls where data is manipulated), output (controls where data is reported) and storage (controls where data is written to storage). A draft report has been received from the auditors highlighting four findings, namely:

- Unused software modules;

- Lack of segregation of duties and excessive rights granted to users;
- Lack of review of user profiles and activities; and
- Inadequate input and processing controls that could result in data integrity being compromised.

The Finance Systems were upgraded to make use of the Finance e-Requisition. A consultant has been appointed to implement and train personnel on Finance e-Requisition. The ICT Department will meet with the Finance Department to finalise the project details, including the implementation date. Finance staff members have also been trained on Caseware (software for preparation of financial statements) and are currently preparing mid-year financial statements using the programme.

The e-Recruitment system has been developed by the Human Resources Department to allow posts to be advertised online and allow any applicant to apply online for the advertised posts. The user department (HR) and ICT are in consultation with Adapt IT to develop and agree on requirement definition before commencement of the project.

The University has entered into a joint partnership with Mangosuthu University of Technology to enhance an automated system that handles third party salary payments. The project has started and is still in progress.

A series of trainings on IT systems were conducted during the year under review.

The Office of the Registrar successfully implemented Phase II of the online registration system. Phase III will commence in 2018, which will see the University move towards an enhanced student administration system that will flag students for graduation, removing the 'apply to graduate' process and enhancing certificate security.

RELATIONSHIPS WITH THE COMMUNITY (ACADEMIC AND SERVICE)

The Office of Community Engagement, with IKS, has signed a memorandum of agreement with King Cetshwayo Traditional Leadership and similar efforts are planned for Zululand and the uMkhanyakude district municipalities. This allows a working relationship with communities in these municipalities.

In the Faculty of Education, community engagement efforts are concentrated mostly in the local high schools around the King Cetshwayo District Municipality. Due to financial constraints, the Faculty was forced to focus on seven schools in Dlangezwa, Esikhawini and Richards Bay

clusters, which later was reduced to the Esikhawini and Richards Bay clusters. The purpose of the engagement is to assist these struggling schools during Saturdays and winter school holidays. To date, the project has reached 521 learners. Papers have been published since the start of the project and a conference paper presented at the Southern African Society of Education.

The Department of Botany worked with Mashabane Traditional Council in 2017 to document the indigenous plant knowledge in Manaba region. Furthermore, they facilitated lessons and practicals to Grade 6 and 7 learners at Manaba Primary School on the use of traditional leafy vegetables. In the last year, the department has also led two tree survey excursions to the Ongoye Forest Reserve and uMlalazi Nature Reserve. The Department coordinates the Zululand Node of the Custodians of Rare and Endangered Wildflowers. They also facilitated a presentation on evolution at Felixton High School.

The Department of Human Movement Science worked with Trevor Huntting to perform health screenings and wellness tests and students in the Department were part of the project. They further worked with Empangeni gym through Honours students to do observations and programme development.

The Department of Physics and the Science Centre, in collaboration with University of Zululand Astronomy Club, joined together in exploration of the southern skies. In the Department of Agriculture, academics are involved with the Habitable Planet Community School Programme, which is sponsored by CSIR. Through the project, they formed a science club at Ophindo High School at Gingindlovu to assist the learners with Saturday classes to promote the love of Mathematics. The same Department erected a shade cloth nursery for indigenous trees for Masibambisane Cooperative at Kwandaba to promote the production and sale of indigenous trees for medicinal and landscaping purposes.

The Hydrology Department community Engagement activities address water related issues in the Zululand region. The Department continues to play an active role as a member of the Catchment forum for the Mhlathuze river basin. Finally, the Department of Zoology has been assisting underqualified and PG KZN teachers on the advanced certificate in Education. The Agriculture Department, in the CSIR assisted programme project, investigates the efficiency of amber-link layered egg production at Gingindlovu community.

In 2017, the Faculty of Commerce, Administration and Law, in the build up to the development of the Entrepreneurship Centre, hosted an entrepreneurship symposium. The events related to the Centre will continue

to unfold in 2018. The Faculty, at an advisory level, participated in the Black Economic Empowerment Advisory Council. The Faculty of Commerce, Administration and Law continues to grow in ENACTUS and render an outstanding performance nationally.

The Faculty, in partnership with national and global universities, is involved in the Economic and Entrepreneurship Education Programme (TEEEP), which aims to provide children with knowledge and skills for effective participation in the economy. The Faculty is involved with training of primary school teachers at Mtubatuba in research and also participated in the Life Orientation workshop for teachers in the UGU district municipality. The Department of Law within the Faculty runs a Street Law Programme that aims to capacitate the various communities on their rights and involves graduates who assist in the capacitation of the communities. It targets schools around the district and has a reach of at least ten schools. The Department also participates in free legal advice in the legal media and continues to make presentations on matters of human rights at schools as well.

The Faculty, through the Department of Accounting and Auditing in collaboration with the Johannesburg Stock Exchange (JSE), empowers learners from the surrounding schools on trading skills. The Department uses a trainer-to-trainee (TOT) approach, where the accounting students continue to train learners. The project saw one learner winning a JSE award because of the active participation of her school in the stock exchange.

The Faculty members, accompanied by fourth-year BCom (Accounting Science) students delivered a presentation at the Zululand District Association (ZDA) Training School. The activity provided the graduates the opportunity to network with chartered accountants from the Zululand area and get practical exposure and application of the theory.

The Department of Public Administration, in partnership with convocation secretary (Sizwe Zwane), organised a seminar on 'Hindrances of public financial management and accountability in South Africa, norms and values underlying democratic public administration', where the King Cetshwayo District Deputy municipal manager delivered the talk. The Department took students on a visit to the provincial parliament to experience real life events as part of building quality graduates.

The Department of English in the Faculty of Arts assists students at the Writing Centre. Academics provide editing and proof-reading services to needy students. They also assist high school learners with English literature as well as completion of CAO applications and bursary forms while other academics are involved in evangelical work

in churches around Empangeni and Richards Bay. The Department also has colleagues who serve in local school governing boards and as trustees for body Ccorporates in Empangeni. Their engagement efforts also extend to community radio stations through the development of educational programmes on African Literary and cultural topics and events. In the Department of Communication Science and academics host current affairs programmes on 1KZN TV, which cover issues of community development as well as business, politics and education. These have attracted expertise from the University.

MANAGEMENT OF FINANCIAL RESOURCES

The University needs to keep on growing its reserves and cash flow by ensuring that it generates the income needed as well as by applying controls over expenses to ensure value for money. This will be managed through cost control measures, ensuring that expenditure is within budget, managing funding requirements and enhancing student debt management.

The Finance Structure has been approved by Council and many important vacancies in the Finance Department have been filled. In order to enhance controls and address critical audit findings, the budget and asset management policies have been submitted to the relevant structures for approval.

The challenge for the coming year will be to grow the income potential of the University by increasing research and postgraduate outputs as well as to deliver on a greater number and size of donor funds as UNIZULU remains vulnerable to student protests in the face of overstretched, limited funding.

UNIZULU FOUNDATION

The University of Zululand Foundation is a charitable, registered non-profit Trust dedicated to advancing the goals of the University, including academic excellence and innovation in research. The University is its sole beneficiary, through creating and sustaining mutually beneficial partnerships and pursuing investment that will enable UNIZULU to achieve its strategic goals. The Foundation is constituted by the UNIZULU Council, and is governed by a Trust Deed. Its Board of Trustees comprises members from commerce, industry, community, University Council and Executive, and convenes four times a year. It offers key strategic and fiduciary oversight of the Foundation and constitutes interim or sub-committees with a clear mandate, as and when the need arises.

The Foundation Board met thrice as a quorate body in 2017; its Audit and Risk Committee met quarterly. The Foundation's operations were led by an Executive Director, Dr C.M. Israel, and a team of five. Its job descriptions and action plans were devised according to the University's HR processes, and reviewed by Deloitte in 2017. The Executive Director's Performance Contract was revised by the Board.

In 2017, the Foundation sought funds for bursaries and projects, its core business. Its third stream income generation indicates comprehensive income (including Projects and Bursary Gifts, Dividends, Interest and Profit on Sale of Shares) as R14 088 356, with R714 995 being Project Income and R9 762 644 being specified.

Donations Income: The KPMG Audit results for the Foundation indicated a clean audit.

- **Investments:** The value of the investments as at 31 December 2017 was R70,8 million, which is higher than the previous year. Although there were declining investment conditions, the Foundation managed a slightly positive outcome.
- **Sustainability:** It must be noted that the Foundation funds its own operations from the interest off its investment as third stream income generated is usually for designated projects and bursaries. With falling interest rates, its sustainability as an operation must be addressed in the near future.

The Foundation team has attempted to establish a presence at UNIZULU and in the grant-making sector since resuscitating operations in 2013. It recognises the need to bring in more donations income in 2018 through the effective implementation of a new Strategic Plan together with the University and its Strategic Plan.

RISK MANAGEMENT

The Council and Management of the University are committed to the implementation and maintenance of a formal enterprise risk management strategy, including the integration of risk management throughout all levels of the University as fundamental to achieving its strategic and operational objectives. The commitment for sound risk management practices is aligned to the requirements of the King IV Report on Corporate Governance, globally regarded as best practice to which the Council has committed itself to adhere to as a responsible corporate institution.

The University applies an enterprise-wide approach to risk management, which aims to ensure that each function, department, process and project is included in a structured and systematic process of risk management. UNIZULU

considers health, safety and well-being management, business continuity and incident management and IT disaster recovery, as well as fraud management as crucial components of its Enterprise Risk Management Framework. All staff members are accountable for identifying and managing risk, in so far as is reasonably practicable within their area of responsibility. Sound risk management principles and practices must become part of the normal management strategy for all organisational units within the University.

Risk management is one of the most important factors guiding the implementation of strategic goals and general operations of the University. The University has reviewed the internal Risk Management Committee, consolidated identified strategic risks, compiled risk registers for the respected risk owners in line with the strategic risk framework, formulated a fraud risk management presentation that will be rolled out to relevant departments, and mapped out a process to institutionalise risk management. A compliance framework has been developed and various aspects of it are being implemented.

MATTERS OF SIGNIFICANCE

Visit to the Parliament Portfolio Committee

On 13 September 2017, the Council and the University Executive Committee members represented the University at a meeting held in Cape Town at Parliament. The visit was a response to the invitation given to the University by the Parliament Portfolio Committee on Higher Education and Training. The University prepared a detailed presentation, guided by questions submitted to the University by the Parliament Portfolio Committee on Higher Education and Training. The presentation included topics that highlighted the great progress that UNIZULU had made in 2016 and 2017, despite the very trying circumstances facing the whole of the higher education sector in South Africa. The University once again had to defend allegations of maladministration and corruption, which were on numerous occasions proven to be false. The special CHE Audit report also addressed these false allegations leveraged against the Institution and the University can now focus on restoring its public image and repair damage to stakeholder relationships, which were caused by these false acquisitions.

UNIZULU CHE Special Audit

The CHE Special Audit site visit took place from 5-9 June 2017. The CHE sought "a full assessment of the University in 2017, the extent to which the University is

implementing the recommendations of the Administrator and to provide a basis for the development by the University of a new institutional improvement plan". The panel for the special audit was asked to conduct a new institutional audit of the University "to enable a full assessment of the Institution, the extent to which the University is implementing the recommendations of the Administrator, and to ensure that an institutional improvement plan is developed and implemented". The panel, given its terms of reference, based its initial approach to the site visit on an extensive set of over 40 documents provided to the panel by the CHE. On 31 July 2017, the University received a first draft of the CHE Special Audit Report. Issues of factual inaccuracy were identified and feedback was submitted to the CHE for report finalisation. The Institution received the final CHE report, which was released by the Council on Higher Education in December 2017. An improvement plan will be developed to address the recommendations made.

CONCLUDING REMARKS

UNIZULU will continue to implement best practice approaches to quality enhancement and quality assurance as a way of improving the quality and profile of our graduates.

UNIZULU seeks to develop emerging academics into fully-fledged research staff, improving the qualification profile of all staff, largely those without doctoral level qualifications. A key target is to improve the research output of the University to align with DHET's research norms.

In 2017, the UNIZULU Foundation continued to seek to establish partnerships with donors and external stakeholders. Its third stream income generation indicates comprehensive income. With falling interest rates, its sustainability as an operation must be addressed in the near future.

The University has moved to a consolidation phase where strong alignment of the core business is being fine-tuned with resource allocation as well as executive performance. Operational plans are being developed on an annual basis and institutional performance is being managed. We expect, moving forward, further strategic gains and successes directly linked to the University of Zululand's Strategic Plan 2016-2021.



Prof X. Mtose
Vice-Chancellor





REPORT ON INTERNAL ADMINISTRATIVE OPERATIONAL STRUCTURES

INTERNAL CONTROL

The University maintains systems of internal control over financial reporting, the safeguarding of assets against the unauthorised acquisition, and the use or disposal of such assets. Such systems are designed to provide reasonable assurance to a public higher education institution and the Council regarding an operational environment that promotes the safeguarding of a public higher education institution's assets, and the preparation and communication of reliable financial and other information.

This includes documented organisational structures setting out the division of responsibilities, as well as established policies and procedures, including a Code of Ethics that is communicated throughout the organisation to foster a strong ethical climate and the careful selection, training and development of its people.

Information systems utilising modern information technology are in use throughout the Institution. All have been developed and implemented according to defined and documented standards to achieve efficiency, effectiveness, reliability and security. Accepted standards are applied to protect privacy and ensure control over all data, including disaster recovery and 'back up' procedures. Password controls are strictly maintained, with users required to change passwords on a regular basis. There are regular reviews to ensure that there are no clashes in user access rights and that the basic internal control concept of separation of duties is maintained. Where, for capacity reasons, an occasional clash does occur, sufficient manual controls are in place to ensure that these clashes are mitigated. Systems are designed to promote ease of access for all users and the systems

are sufficiently integrated to minimise duplication of effort and ensure minimum manual intervention and reconciliation procedures. The development, maintenance and operation of all systems are under the control of competently trained staff.

In utilising electronic technology to conduct transactions with staff and with third parties, control aspects receive close scrutiny and procedures are designed and implemented to minimise the risk of fraud or error.

Internal auditors monitor the operation of internal control systems and report findings and recommendations to management and to the Audit and Risk Committee of Council. The University outsourced its internal audit function to a firm of auditors. The scope of the internal audit for 2017 was based on the risk profile. The role of the Internal Audit Services is to add value to the UNIZULU by providing independent, objective assurance on the adequacy and effectiveness of the internal controls, governance and risk management. UNIZULU maintains systems of internal control to ensure:

- The operating activities are conducted effectively;
- Compliance with legislation, regulations, policies and procedures;
- Reliability of financial reporting; and
- Safeguarding of assets.

Reports on the findings of the internal auditors, together with management's responses, were reviewed by the Audit and Risk Committee. The meetings of the Committee were attended by the internal and external auditors of the University. Although UNIZULU is committed to maintaining systems of internal control over financial reporting and the safeguarding of assets



against the unauthorised acquisition, use or disposal thereof, there is much room for improvement.

There are inherent limitations to the effectiveness of any system of internal control, including the possibility of human error and the circumvention or overriding of controls. Accordingly, even an effective internal control system can provide only reasonable assurance with respect to financial statement preparation and the safeguarding of assets. Furthermore, the effectiveness of an internal control system can change according to circumstances.

ANTI-FRAUD INITIATIVES

The whistleblowing service, which is provided by an independent service provider, is a reliable conduit for all stakeholders to anonymously report suspicious transactions or irregularities. Reports are evaluated by the Risk and Compliance Department and thoroughly investigated, where necessary. The appropriate remedial action is taken in relevant instances. The Risk and Compliance Department also continuously assesses fraud risks.

ENTERPRISE RISK MANAGEMENT

Enterprise risk has been delegated to the Executive Management and is addressed at the Internal Risk Management Committee. Management is responsible to Council for designing, implementing and monitoring the process of enterprise risk management. Risk management is also a key performance area, both collectively as well as individually for members of the Executive. The Risk Management Framework, approved by Council and monitored through the Office of the Executive Director:

Institutional Planning, who ensures maintenance of risk registers, compliance with risk mitigation programmes and provides training on enterprise risk management throughout the Institution. The Audit and Risk Committee ensures that processes and controls are both efficient and effective. The University's policy with regard to insurance and risk cover is set and monitored by the Finance Committee.

FINANCIAL RISK

Decisions on the level of financial risk undertaken are made by the University's Finance Committee and enforced by the Executive Director: Finance and the Finance Division in terms of established limits by reference to the particular transaction type and are based on an assessment, in each case, of the values and the counter-parties involved. Financial risks faced by the University include credit, liquidity, foreign currency, interest rate and investment risks. As far as these can be assessed and quantified, the respective levels of exposure and the measures taken to mitigate such risks are described in the notes to the Consolidated Annual Financial Statements.

STATEMENT ON INTERNAL AND OPERATIONAL STRUCTURES

The systems and policies are designed to provide reasonable assurance to the University regarding an operational environment that promotes the safeguarding of the University's assets and the preparation and communication of reliable financial and other information. This includes documented organisational structures setting out the division of responsibilities, as

well as established policies and procedures, including a Code of Ethics, which is communicated throughout the Institution to foster a strong ethical climate and the careful selection, training and development of its people. The forensic auditors have performed investigations and noted that many of the transgressions by implicated individuals were caused by inadequate and ineffective internal controls, which created opportunities for fraudulent acts to be committed. It has been recommended that management endeavours to address the issues by implementing controls in order to prevent these unfortunate incidents from recurring. It must be emphasised, though, that even effective internal control

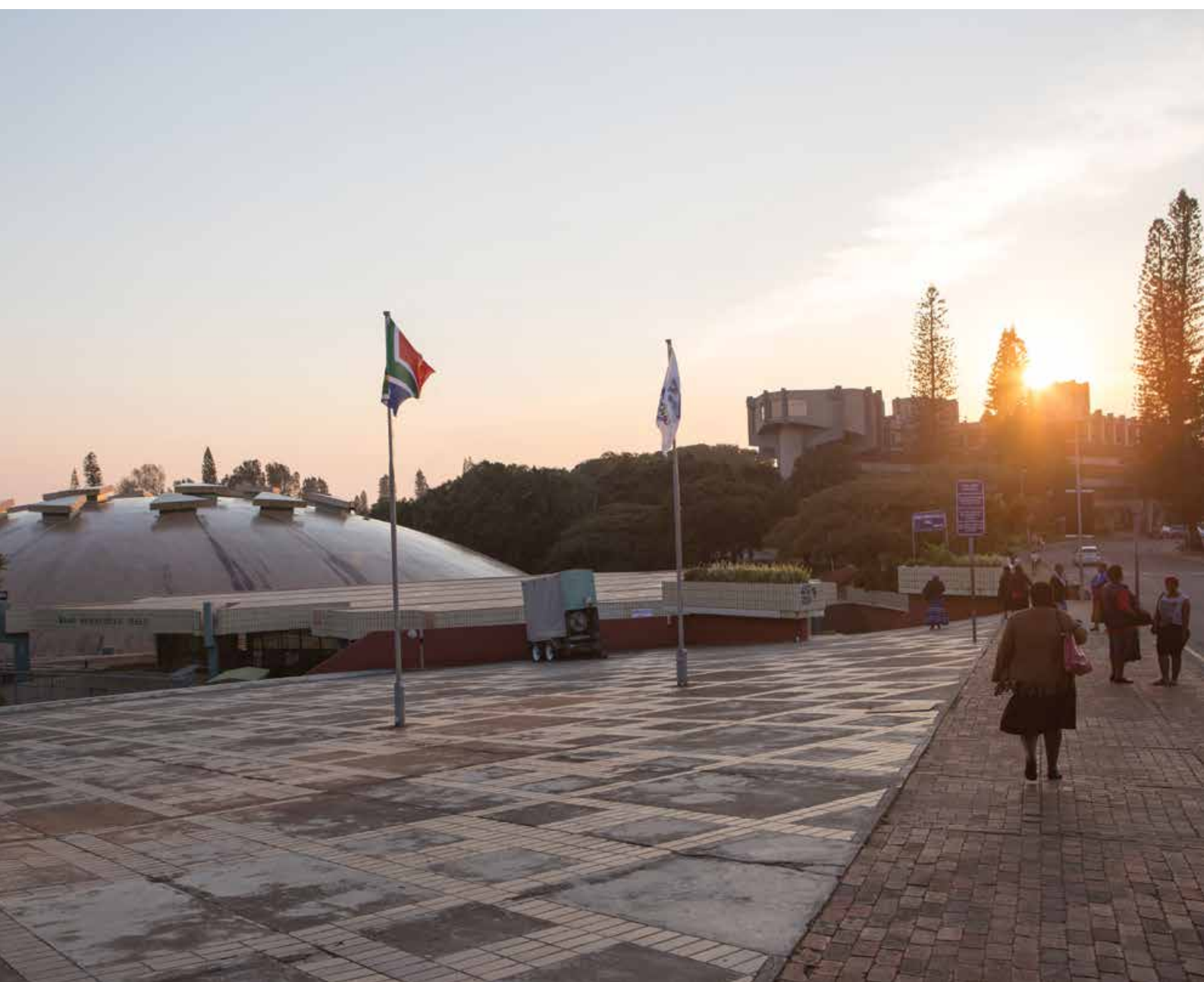
systems can provide only reasonable assurance with respect to financial statement preparation, effectiveness of operational activities and the safeguarding of assets.

The Audit and Risk committee reviewed the Report on internal administrative/operational structures and controls in the year under review at its meeting of 27 September 2018.



Mr C. Saunders

Chairperson of the Audit & Risk Committee of Council



REPORT ON RISK EXPOSURE ASSESSMENT AND ITS MANAGEMENT

Management is responsible for the design, implementation and monitoring of the process of risk management. In this regard, the University management is accountable to the University Council.

INTRODUCTION

A challenge exists to instil a culture of risk awareness in the Institution and to integrate the responsibilities in this regard with the management approach and performance appraisal of line managers. Based on the need to balance the achievement of specific performance against the need to protect its stakeholders (conformance), the Council of UNIZULU has approved the implementation of an integrated risk strategy as a key component of its Corporate Governance Framework.

UNIZULU's proposition is that risk management provides the Entity processes and tools that are needed to become more anticipatory and effective at evaluating, embracing and managing the uncertainties that the University faces as it creates sustainable value for stakeholders.

The following factors require consideration when integrating enterprise risk management into the UNIZULU decision-making structures and ensuring that the management of risk is inculcated in the culture of the University:

- Aligning risk management with objectives at all levels of the University;
- Introducing risk management components into existing strategic planning and operational practices;
- Including risk management as part of employees' performance appraisals; and

- Continuously improving control and accountability systems and processes to take into account risk management and its results.

Council has established the Audit and Risk Committee, which is responsible to assess all areas of risk (financial and non-financial), monitors changes in the University's risk profile and gains assurance that risk management is effective. The Committee establishes materiality levels and determines the University's risk appetite. All risks are considered as well as their likelihood and risk mitigation procedures established, where applicable. The Committee also ensures that the risk register is maintained. The Chairperson of the Audit and Risk Committee, the Vice-Chancellor and other members of Executive management report regularly to Council on risk management activities and results.

MANAGEMENT AND CONTROL OF CONSEQUENCES OF RISK

Management conducted a risk assessment workshop in 2017 to identify risks in consideration of the strategic goals (2016-2021). Management has identified, through defined responsibility and accountability for management, each risk event condition and area. The resultant risk register, in terms of the strategic plan 2016-2021, is enclosed in Table 63:

Table 63: Institutional Risk Register and Status Update

NO	BUSINESS PROCESS	STRATEGIC GOAL REFERENCE	RISK NAME	STATUS UPDATE
1	Academic	Linked to all goals	Misalignment of academic structure to PQM (Programme Qualification Mix)	<p>Registrar's Office Academic structure has been aligned to University PQM</p> <p>Registrar's Office Academic structure has been aligned to University PQM</p> <p>All co/prerequisites/substitute/exposure indicators had been completed</p> <p>HEMIS/SAPSE/Internal credit have been completed and added</p> <p>Major modules (subjects) indicators have been updated</p> <p>Qualification descriptors have been aligned to HEQSF</p> <p>Revised and aligned academic structure was approved by Senate</p> <p>All faculty handbooks were aligned to the academic structure and approved by Senate</p> <p>Auditing of the academic structure</p> <p>Internal controls are in place in the form of validations on the ITS system</p> <p>A new draft policy on user access developed in 2017</p> <p>Departmental reviews will be conducted on an ongoing basis</p> <p>Project was implemented in 2016 and completed by the Office of the Registrar and aligned faculty handbooks presented to senate and approved in 2016</p> <p>Project is ongoing with quite a number of professional training of academics of training, which is inclusive of academic administration</p>
2	Institutional Support	Linked to all goals	ICT Governance and Infrastructure	<p>Draft DRP and BCP developed for EXCO consideration</p> <p>ICT governance strategy completed and ready for approval by ARCC</p>
3	Institutional Support	Linked to goals 2,3 and 6	Infrastructure Development and Maintenance	<p>Tender document issued for selection of turnkey provider for all DHET funded projects</p> <p>DBSA funded student residence completed</p>
4	Institutional Support	Linked to all goals	Stakeholder Management	<p>Marketing Strategy and Alumni engagement strategy presented to EXCO for recommendation to onward bodies and Council</p>
5	Institutional Support	Linked to all goals	In-Sourcing/ Out-Sourcing	<p>Report on insourcing/outourcing adopted by Council September 2016.</p> <p>Cleaning, maintenance and gardening co-operatives insourced January 2017</p> <p>Completion delayed by issues around catering, which should be resolved by March 2017</p>
6	All Business Processes	Linked to all goals	Fraud and Corruption	<p>Draft Fraud Prevention Plan was prepared and submitted for review and thereafter adoption</p> <p>Fraud and Whistleblowing Policies were drafted and submitted for review.</p> <p>Whistle-blowing awareness campaign was conducted during 5-9 June 2017 at both campuses</p>
7	Human Resources	Linked to all goals	Skills and Capacity	<p>Recruitment policies have been reviewed and updated</p> <p>Performance Management system is in place, policy approved by Council, Executives assessed in November 2016, roll-out to rest of staff by June 2017</p> <p>Talent Management Strategy being develop (target end April 2017)</p> <p>Project to write, review, update and evaluate all job description to be completed by end March 2017. Staff establishment in place.</p> <p>Positions added as and when recommended and approved by HRCC</p>


NO	BUSINESS PROCESS	STRATEGIC GOAL REFERENCE	RISK NAME	STATUS UPDATE
8	Registrar	Linked to all goals	Governance and Compliance	As far as the IT Governance Committee terms of reference were and submitted to MANCO for approval. It has not yet been approved Compliance to legislation is constantly being monitored. The University, however, does not have a Consumer Policy and it will be drafted in 2017 A draft records management policy had been created The Access to Information Manual was approved by Council
9	Institutional Support	Linked to goals 2,3,4 and 5	Branding of UNIZULU	Marketing Strategy and Alumni Engagement Strategy presented to EXCO for recommendation to onward bodies and Council
10	Institutional Support	Linked to all goals	Integrated Management Systems	ICT strategy awaiting approval of Council ICT Governance Committee ToR and memberships awaiting formal approval of Council ICT Strategy approved
11	Finance	Linked to all goal	Financial Sustainability	
12	Research and Innovation	Linked to goals 2,3,4 and 5	Research and Innovation	Skills development programmes have been introduced on a variety of research related matters such as academic writing skills, supervision training, grant application training, etc. Postgraduate students are being targeted in a planned way to register An instrumentation policy has been developed, which will regulate research focused equipment in a much more strategic and planned way The DVC: Teaching and Learning is working on a work load policy that will include researchers
13	All business Process	Linked to All goals	Reputational Risk	Engaging external bodies like the HE Portfolio Committee, DHET and CHE to address reputational risk issues Programmes approval and accreditation guidelines produced and approved by Senate Media liaison strategy being developed
14	Data Integrity	Linked to All goals	Data Integrity	Strategic Analytics and Business Intelligence Office was established Data warehouse is being developed Data analysts were appointed

CONCLUSION

Council approved that the staff establishment be expanded to include a risk manager. The risk manager will be the officer identified to prepare the University's report on risk and risk management. In the absence of such an officer, the responsibility rested with the Vice-Chancellor in 2017. Council is satisfied with the risk assessment conducted.



Mr C. Saunders
Chairperson of the Audit & Risk Committee of Council



Mr N. Cele
Executive Director: Institutional Planning & Risk



ANNUAL FINANCIAL REVIEW

“This report is a presentation of the consolidated Annual Financial Statements of UNIZULU for the year ended 31 December 2017. It provides an executive overview of the main financial activities and results of the University and the UNIZULU Foundation. It includes restated figures for prior periods due to prior period errors as disclosed in Note 28 of the Consolidated Annual Financial Statements.”

OPERATING RESULTS

Table 80: Comprehensive Income

EXECUTIVE SUMMARY: STATEMENT OF COMPREHENSIVE INCOME (R'000)	2015	% INCREASE	2016	% INCREASE	2017
Surplus/(loss) before Non-Recurrent Income	153 364		154 284		77 986
Non-recurrent Items	(68 600)		(76 033)		(112 922)
Sub-total Net Surplus/(Loss)	84 764	-7,7%	78 251	-144,6%	(34 936)
Other Comprehensive Income Items	51 028		(67 742)		13 936
Total Comprehensive Income	135 792	-92,3%	10 509	-299,8%	(21 000)

The statement of consolidated comprehensive income for 2017 reflects a deficit before Other Comprehensive Income of R34,9 million (2016: surplus of R78,3 million). While UNIZULU budgeted for a small surplus for the 2017 year the loss is mainly attributable to additional contributions that were made to the retirement funds of the University and has been addressed in the 2018 breakeven budget.

After taking into account the items related to post-retirement obligations as well as change in fair value of investments and revaluation of land and buildings (only in 2016), the total comprehensive loss for the year is R21,0 million (2016: income of R10,5 million).

The two tables below illustrate the various reportable segments and the operating results pertaining to each one.

Table 81: Surplus before Non-recurrent Income per Reportable Segments

SURPLUS BEFORE NON-RECURRENT ITEMS	2015 R'000	2016 R'000	2017 R'000
Council Controlled	124 956	164 998	87 116
Designated Funds	9 265	(11 391)	42
Auxiliary Services/Student Accommodation	13 909	4 399	(9 015)
UNIZULU Foundation	5 234	(3 718)	(157)
Total	153 364	154 288	77 986



Table 82: Comprehensive Income/(Loss) per Reportable Segments

TOTAL COMPREHENSIVE INCOME/(LOSS)	2015 R'000	2016 R'000	2017 R'000
Council Controlled	107 384	19 009	(14 034)
Designated Funds	9 265	(11 391)	42
Auxilliary Services/Student Accommodation	13 909	4 399	(9 015)
UNIZULU Foundation	5 234	(1 503)	2 007
Total	135 792	10 514	(21 000)

REVENUE

There is a positive trend in recurrent income growth from 2015 to 2017. The 2016 financial year included a once off state appropriation to compensate the University for the 0% fee increase in that year due to #feesmustfall. The table below provides a breakdown of the R989 million recurrent income by income type.

Table 83: Recurrent Income

TOTAL RECURRENT INCOME (R'000)	2015	% MOVEMENT	2016	% MOVEMENT	2017
State Appropriations	406 174	19.7%	486 313	-1.1%	481 078
Tuition and Other Fees	345 191	4.7%	361 446	5.2%	380 272
Sale of Goods and Services	39 454	27.8%	50 413	-84.1%	8 019
Private Gifts and Donations	52 518	-17.3%	43 439	-20.7%	34 450
Other Income	18 694	-4.6%	17 839	6.3%	18 971
Investment Income	53 484	19.0%	63 649	4.5%	66 482
Total	915 515	11.8%	1 023 099	-3.3%	989 272

In terms of the proportional contribution by each type of income there has been no significant change in the past year with State Appropriations at 49% (2016: 48%) of total income, whilst Tuition fees contributed 38% (2016: 35%).

Table 84: Proportional Representation of Recurrent Income

TOTAL RECURRENT INCOME PROPORTIONAL %	2015	2016	2017
State Appropriations	44%	48%	49%
Tuition and Other Fees	38%	35%	38%
Sale of Goods and Services	4%	5%	1%
Private Gifts and Donations	6%	4%	3%
Other Income	2%	2%	2%
Investment Income	6%	6%	7%
	100%	100%	100%

EXPENDITURE

In 2017 recurrent expenditure increased by 4.9% when compared to the prior year which includes a reduction in operating costs of 2.5%. The increase in recurrent expenditure is mainly attributable to the increase in personnel costs (increase of 11.4%) which increased mainly due to the additional contribution into the retirement funds. Personnel costs do however remain below the benchmark of 62% of income. The higher finance costs arise from interest on late submissions of VAT returns for periods for which the University was not a registered VAT vendor.

Table 85 reflects the recurrent expenditure trend over the last three years.

Table 85: Recurrent Expenditure

RECURRENT EXPENDITURE	2015 R'000	% CHANGE	2016 R'000	% CHANGE	2017 R'000
Personnel Costs	368 702	12.9%	416 213	11.4%	463 501
Operating Expenses	347 515	18.1%	410 423	-2.5%	400 183
Depreciation	34 096	-18.9%	27 654	16.6%	32 247
Minor Capital Items	9 339	30.1%	12 150	-14.1%	10 443
Finance Costs	2 506	-5.4%	2 370	107.3%	4 912
Total	762 158	14.0%	868 810	4.9%	911 287

SALARY BENCHMARK	2015 R'000	2016 R'000	2017 R'000
Income	915 515	1023 099	989 272
Personnel Costs	368 702	416 213	463 501
as a % of Income	40%	41%	47%

PROPERTY, PLANT AND EQUIPMENT

The closing book value of property, plant and equipment was R1 171 million (2016: R1 148 million). In terms of UNIZULU's accounting policies land and buildings are stated at fair value and revalued at least every five years. The last valuation by an external, independent property valuer was in 2016.

The total net increase of R23,2 million was made up of R54 million additions offset by depreciation of R30,8 million.

The additions consist of:

- R34,5 million Work-in-progress
- R6,3 million for Buildings
- R5,4 million for Furniture and Equipment
- R2,1 million for Data and Computer Equipment

The unspent portion of government grants is reflected under Deferred Government Grants and appear under Non-current Liabilities in the Statement of Financial Position. Further information is provided under note 9 to the Annual Financial Statements, which indicates the unspent portion of grant funding. The University has also committed to contribute, which is a requirement for the funding.

INVESTMENTS AND CASH

At year-end investments and cash amounted to R1 784,6 million (2016: R1 427,6 million). The increase is attributable to positive operating cash flows which includes an increase of R295 million in Deferred government grants.

The amounts pertaining to the DHET expansion build programme and other designated grants are separately invested in identifiable fixed deposits totalling R768 million. These investments form part of cash and cash equivalents.

The investment of funds is done in terms of the approved Investment Policy.

Table 86: Investments and Cash

INVESTMENTS AND CASH	2015 R'000	2016 R'000	2017 R'000
Non-current Assets	454 246	449 747	430 370
Current Assets	72 053	86 008	96 362
Cash and Cash Equivalents	835 194	891 802	1 257 863
Total	1 361 493	1 427 557	1 784 595

POST-RETIREMENT BENEFITS AND OBLIGATIONS

In terms of the retirement funds of the University, there was no obligation or asset in 2017. The University had to increase the employer contribution to the retirement funds in order to ensure that there were no deficit in the funds at year end. This needs to be reviewed on an annual basis as the University may have to keep on paying these increased employer contributions into the foreseeable future. A Board of Trustees representing the members and the University meets on a quarterly basis to review the fund and investment performance.

Employees are entitled to join the University approved medical aid schemes, which are subsidised by the employer. This benefit continues to be subsidised after retirement with shared contributions between employee and employer. With effect from 2012, in an effort to limit post-retirement financial exposure, new employees were not granted this post-retirement benefit. At year-end, the post-retirement obligations, as actuarially calculated in respect of this scheme, amounted to R97,4 million (2016: R98,0 million). This liability is not separately funded.

STUDENT DEBT

The total student debt before impairment provision, was R219,6 million (2016: R352,3 million) reflecting a decrease of R133 million compared to prior year. The main reason for this decrease is the student debt of R72 million that was written off during the year. A big challenge still remains the reduction in fees paid by students due to the fact that students were registered while they were still owing. The number of students owing increased significantly from 48 233 in 2016 to 52 730 in 2017 of which 6 902 were written off.

The provision for doubtful debts at the end of 2017 totalled R93,9 million compared to R129,7 million in the previous year. This reduction is mainly due to the debt written off during the year. In calculating the impairment loss, UNIZULU took into account allocations from NSFAS for 2017 that were only received in 2018. This effectively reduced the amount required as a provision for impairment. Refer to note 7 of the Annual Financial Statements for further details.

INTEREST BEARING BORROWINGS

The interest bearing borrowings at R26,8 million (2016: R29 million) relate to a loan raised from DBSA for the construction of student residences in 2007. A cession of certain listed investments with a market value of R52,6 million in 2017 was issued to the Development Bank of South Africa in 2007. Refer to note 10 of the Financial Statements.

DEFERRED GOVERNMENT GRANT

In terms of IAS20: Accounting for Government Grants and Disclosure for Government Assistance government grants in respect of capital projects are recognised as deferred income and released to the Income Statement over the useful life of the asset.

Grants utilised to acquire property, plant and equipment, but not yet released to income amounted to R197 million (2016: R193 million), while the total current and non-current portion of unspent grants totalled R1 017 million (2016: R722 million). Further details can be found under note 9 of the financial statements.

ACCUMULATED FUNDS

The University has a total of R1 737 million (2016: R1 758 million) in accumulated funds. Over the last three years the university has maintained a high level of funding/equity and were able to maintain a good level of non-restricted funding.

Table 87: Equity Funds

SUMMARY OF EQUITY FUNDS	2015 R'000	2016 R'000	2017 R'000
Non-distributable	559 052	469 904	483 082
Restricted	54 722	47 770	38 797
Council Controlled	1 133 881	1 240 495	1 215 290
Total	1 747 655	1 758 169	1 737 169

Table 88: Proportional Representation of Equity Funds

PROPORTIONAL REPRESENTATION OF EQUITY FUNDS	2015 R'000	2016 R'000	2017 R'000
Non-distributable	32%	27%	28%
Restricted	3%	3%	2%
Council Controlled	65%	70%	70%
Total	100%	100%	100%

CONCLUSION

The Institution is in a sound financial position and is committed to continuing to strengthen past achievements through continued fiscal discipline and financial oversight. Accumulated funds have steadily increased and the Institution has sufficient funding sources to implement its significant infrastructure programme planned for the next three years.



Mr J. Kunji-Behari
Chairperson: Finance Committee of Council



Mr P. du Plessis
Executive Director: Finance





REPORT OF THE AUDIT & RISK COMMITTEE

AUDIT AND RISK COMMITTEE TERMS OF REFERENCE

The Audit and Risk Committee of the Council is a committee instituted in terms of paragraph 27 of Chapter 4 of the Statute of the University of Zululand, promulgated in terms of the Higher Education Act, 1997, as approved by the Minister of Education and published in the Government Gazette 35784 of 12 October 2012. The Committee has conducted its affairs in compliance with its detailed charter that is based on the regulatory requirements of the Statute of the University of Zululand, the King Code of Governance Principles for South Africa (King IV), and other responsibilities assigned to it by the Council.

The Charter of the Audit and Risk Committee of the Council has the status of Institutional Rules of the University of Zululand as contemplated in section 29(4) of the Higher Education Act, 1997.

COMPOSITION AND MEETINGS

The members of the Committee are independent and non-executive and appointed by Council. Information on the membership and composition of the Audit and Risk Committee and meetings held are set out in Table 6 of the Chairperson of Council's report.

KEY DUTIES AND FUNCTIONS

The Audit Committee carried out its functions through the Audit and Risk Committee meetings, discussions with executive management, internal audit and external advisers, where appropriate.

In giving effect to its charter during the year under review, the Committee:

- Assisted Council:
 - o To evaluate the adequacy and efficiency of the internal control systems to safeguard the University's assets;
 - o To ensure that proper accounting practices, cash flow management, information systems and auditing processes applied in the day-to-day management of the University; and
 - o To ensure that the University risks are adequately managed and monitored.
- Facilitated and promoted communication between, management, external auditors and Internal Audit on matters that the Committee are responsible for.
- Made recommendation to the Executive Committee of Council that a combined team consisting of Deloitte & Touche as well as Ngubane & Co. be appointed as external auditors, since, in the opinion of the Committee, they were independent of UNIZULU.
- Determined the fees and terms of engagement of the external auditors.

EXTERNAL AUDITORS

The external auditors presented to the Committee the 2017 annual audit plan. The presentation highlighted the following salient aspects, but was not limited to: the determination of materiality was set at R14 million (this figure was to be updated if necessary on receipt of the final trial balance), and errors greater than the audit misstatement posting threshold (R700 000)



would be reported to the Committee. After thorough consideration, the Committee approved the the Audit Plan and audit fees for the 2017 financial year.

The Committee has satisfied itself that the external auditors were independent by using the criteria relating to independence or conflicts of interest, as prescribed by the Independent Regulatory Board for Auditors. Requisite assurance was sought and provided by the external auditors that internal governance processes within the audit firm support and demonstrate its claim to independence.

The Committee considered whether any reportable irregularities were identified and reported by the external auditors in terms of Auditing Profession Act, 2005, and determined that there were none.

FINANCIAL INFORMATION AND ACCOUNTING PRACTICES

The Committee reviewed the financial statements of UNIZULU as well as all financial information before submission to the Council for approval and considered that they comply in all material respects with International Financial Reporting Standards and the requirements of Regulations for Reporting by Higher Education Institutions.

During the reporting period, the Committee:

- Reviewed and discussed the audited Annual Financial Statements included in this Integrated Report with the external auditors, the Vice-Chancellor and the interim Executive Director: Finance;
- Reviewed the external auditors' report and management's response;

- Reviewed any significant adjustments resulting from external audit queries and accepted unadjusted audit differences; and
- Received and considered reports from the internal auditors.

EFFECTIVENESS OF SYSTEMS OF INTERNAL CONTROL AND INTERNAL AUDIT

Internal Audit provides the Audit and Risk Committee and management with assurance that the internal controls are appropriate and effective. The Committee is responsible for ensuring that the internal audit function is independent and has the necessary resources, standing and authority to enable it to discharge its duties. Furthermore, the Committee oversees cooperation between internal and external auditors. The Internal Auditors have direct access to the Committee, primarily through its Chairperson.

The Committee assessed the relevancy of the following policies: Supply Chain Management, Investment, Fleet and Transport Management. From the various reports of the internal auditors, it was noted that certain areas indicate deficiencies in the systems of internal control, which included deficiencies over supply chain management and ICT, but there are mitigating plans in place to enhance control effectiveness. The Committee is satisfied with the effectiveness of the internal audit function.

RISK MANAGEMENT

In respect of risk management, the Committee resolved that through the ICT Strategy and Framework, an ICT Governance Committee be established to circumvent the repeating of ICT related risks identified in the audit for the year ended 31 December 2017.

The Committee has oversight over the University's internal audit tracking register and resolved that the register should incorporate indicators to measure performance on identified risks, i.e. resolved and unresolved issues.

The Committee monitored complaints received via the Council's ethics line. In respect of the coordination of assurance activities, the Audit and Risk Committee reviewed the plans and work outputs of the internal and external auditors and concluded that these were adequate to address all significant financial risks facing the business.

COMPLIANCE WITH LAWS AND REGULATIONS

The Committee noted instances of non-compliance with the Higher Education Act as well as internal control deficiencies, which included weaknesses in the IT control environment, as pointed out in the external audit report and will ensure that this is addressed appropriately.

GOING CONCERN

The going concern assumption is a fundamental principle in the preparation of financial statements. The Committee reviewed a documented assessment by management of the going concern premise of the University before recommending to the Council that the Institution will be a going concern in the foreseeable future.

OTHER CORPORATE GOVERNANCE REQUIREMENTS

Expertise and Experience of Finance Function

Pursuant to the King IV Code, the Committee considered the overall appropriateness of the expertise and adequacy of the UNIZULU's finance function and concluded that it needs to be further enhanced with the introduction of additional senior managers.

CONCLUSION

The Committee is satisfied that it has complied with all its statutory and other responsibilities. Having regarded all material risks and factors that may impact on the Annual Financial Statements, the Committee recommended to the Council, at its meeting held on 27 September 2018, that the Annual Financial Statements of the University for the year ended 31 December 2017 be accepted.

The Audit and Risk Committee accepted the audit opinion of the external auditors on the consolidated Annual Financial Statements and recommends that the audited consolidated Annual Financial Statements be accepted and read together with the report of the external auditors

The report is recommended to Council for approval.



Mr C. Saunders

Chairperson of the Audit & Risk Committee of Council





COUNCIL'S REPORT ON TRANSFORMATION

"The University defines transformation as 'contextual responsiveness to local and regional development needs of local and regional communities by producing the required intellectual capital (graduates, research, technology transfer and societal intellectual engagement) that advances public good and brings about social redress'."

INTRODUCTION

Based on this conceptualisation of transformation, the University:

- Seeks to produce high quality graduates in areas of societal need and critical scarce skills;
- Produces high quality postgraduates who will assume leadership roles in their professions and civil society;
- Produces research that contributes to the creation of solutions for societal application and advancement of various forms of disciplinary knowledge;
- Seeks to engage in community partnerships that recognise and advance local indigenous knowledge systems;
- Pursues research that advances various disciplinary knowledge areas working with equity designated groups and building research skills and capacities among these communities; and
- Retains its goal to offer various comprehensive university-type programmes in specialised science, engineering and technology, life sciences and economic and business studies areas without turning a blind eye to socially relevant humanities and social sciences programmes.

Based on our definition, transformation is an integral part of our mandate and core business. It is for this reason that UNIZULU cannot hold a separate programme of transformation outside the extant programmes for teaching and learning; research and innovation; community engagement and societal development. The University's understanding of the context, which shapes its conceptualisation of transformation, provides an in-depth elaboration on this definition of transformation.

TRANSFORMATION CONTEXT AT THE UNIVERSITY

The University was established in 1960 as a homeland University. The University acknowledges and embraces the requirement placed upon all public higher education institutions to significantly contribute to the redress of social, gender and racial disparities imposed by the apartheid regime upon South Africans. Linked to this requirement is the expectation to espouse and observe human rights and social justice values enshrined in the Constitution of the Republic of South Africa that took effect on 4 February 1997. As a consequence, the University has put various programmes in place to respond to this legal requirement.



Secondly, the University has always advanced social redress through producing graduates within communities designated for social redress and equity, many years before the enactment of the 1997 Constitution of the Republic of South Africa. Over a number of decades, the University has produced large numbers of black and female graduates who have gone on to occupy key leadership positions in civil society, government institutions and departments, the private sector, the corporate world, and various other professions. The University has also produced research and embarked on social engagement that promoted equity, redress, democratisation, development, quality and public accountability.

Thirdly, post 1994, the University has been firmly aware of the expected responsiveness to local, national and global contexts that it has to demonstrate by discharging its intellectual capital (producing graduates, research output and technology transfer) functions embedded in our mandate as an institution of higher learning. The University has developed strategic frameworks that constantly position it in response to such local and global demands and imperatives. These frameworks, among other key documents, include the University of Zululand Teaching and Learning Plan 2017-2021; the University of Zululand Research and Innovation Strategic Framework; the Community Engagement Strategic Plan 2016-2021, and various other frameworks. In this regard, transformation is not an imperative appended to the core business. It remains firmly embedded in the core business of the University and all its operations.

Fourthly, the achievement of transformation as a national imperative is essential if the University is to achieve its vision of being a leading comprehensive

University. The University sees its role as that of systematically addressing transformation imperatives as an embedded part of its core business. There are various ways through which the University strives to achieve its transformation goals. These include proactively creating an enabling institutional culture environment that generates a sense of commitment to social redress and social justice among all stakeholders and constituencies. The University is committed to creating greater gender and race representation among students, staff, management, those serving in governance structures and staff serving in leadership roles.

Fifthly, UNIZULU is the only university situated in the north of the uThukela River and the only comprehensive university in the KwaZulu-Natal province. The location of the University in the uMhlathuze Municipality, which is the fastest growing industrial hub and employer in northern KwaZulu-Natal, gives the University an intellectual advantage to bring about new forms of societal engagement, social development and large-scale transformation in a region largely populated by rural communities. The University's mandate, which is entrenched in its historical human emancipation credentials, its location, the rural environment and institutional typology, position it for profound impact in the achievement of national economic growth goals, enhancement of social development, and the production of knowledge that has a direct impact on rural and semi-urban communities that the University serves. Its transformation paradigm is not merely derived from demographic representation among students and staff, but the national socio-economic strategic frameworks and targets guide the University's impact in the region.

And finally, this response is submitted in the context

where the University has developed a new Strategic Plan 2016-2021 under the leadership of the Vice-Chancellor Professor Xoliswa Mtose, and a strategy that was approved by the University Council in December 2015. The University Strategic Plan sets priorities that find direct convergence with transformation imperatives on 'graduateness', creative an environment for effective teaching and learning, enhancing research and innovation, accelerating infrastructure development, and ensuring institutional sustainability through good governance.

As a comprehensive university, UNIZULU has embarked on developing various types of programmes to cater for diverse needs and professional forms of training through its mainstream programmes. The University has also offered foundation programmes in Commerce and Science streams to extend access to students who would otherwise have not qualified through mainstream programmes in record time.

Transformation programmes are run through various units and divisions in the University, including faculties. The Transformation Office has the position of the Transformation Director, who coordinates the conceptualisation and implementation of transformation programmes across the University. The transformation budget is distributed into various budgets that sit in support divisions and faculties and are meant to fund transformation initiatives linked to the University Integrated Transformation Plan. In addition to this distributed budget, the Transformation Office has a budget of R3 million per annum to support university-wide transformation initiatives.

EQUITY

The University has an Equity Committee that has conducted a review of staff equity plans, which have been submitted to the Department of Labour as they get revised. During the Development of the UNIZULU Employment Equity Plan, the following objectives were identified:

- Increase women representation in senior management;
- Increase number of black professionals: in occupations ranging from 3 to 8;
- Increase the number of people with disabilities; and
- Increase the number of South African recruits on scarce and critical skill occupations.

Female staff continue to be under-represented among

academic staff. While African staff are fairly represented, they are under-represented in senior academic positions. The University's publication output remains very low. This needs to improve to 1 point in the next five years. The University also needs to increase its number of professors.

GENDER FORUM

The KZN MEC for Arts and Culture, Bongiwe Sithole-Moloi, on 18 May 2017, launched the 'Culture Thursdays' campaign at the University's KwaDlangezwa Campus. The aim of the campaign is to encourage social cohesion and tolerance among Africans. A cohesive society works towards the well-being of all its members, and it is important if communities are to move forward. Violence has a negative impact on economic and social development. By creating a sense of belonging and creating trust, the University will not lose focus of the most vulnerable in our society. The University hopes that by collaboration, it will help to strengthen relationships and knowledge-sharing within its community.

UNIZULU is indeed very happy to be part of this wave of renewal and has come up with an Integrated Transformation Plan March 2017-2021 appropriately titled Everyone's Business. If we want to give hope to women and children, then change is everyone's business, as stated in the University's Transformation Plan. The first meeting of the Gender Forum took place on 13 July 2017.

The Culture Thursdays event served as a catalyst for the Black Thursday event. The Black Thursday Campaign was held on 20 July 2017 and was planned by the Office of the Vice-Chancellor in collaboration with the Student Services Department.

The UNIZULU community was invited to a simple but powerful campaign to address gender violence. The call was to wear black (campaign T-shirt, black clothing or simply a campaign badge as a sign of support), to say NO to the abuse of women, men and children. It was a lunchtime event with a march to the main gate (12h45-13h30).

The idea was to encourage the UNIZULU community to come together in ensuring unity of purpose in eradicating the scourge of gender-based violence. Violence against women and children remains one of the tolerated violations of human rights; however, each one of us can do our bit to ensure that it is avoided. Wearing black is considered an outward symbol of mourning and a way to peacefully campaign for women, children and men at risk. By wearing black, we mourn

the most vulnerable in our communities who experience violence and need our support.

On 15 August 2017, the University held its Women's Day celebrations in honour of the incredible women who have changed the course of history for the better throughout the ages, as well as its female staff who work hard in ensuring that the University continues to deliver on its mandate of providing quality education to its students.

This year's Women's Day was celebrated under the appropriate theme 'Be Bold for Change'. To #BeBoldForChange involves self-introspection – to take a step back from the intense forces around us and reflect on the manifold, contesting forces within us. It is time to combine forces and to engage in bold activities to fast-track a positive change in the status of women. The message was clear: society needs to be bold for change where gender parity is concerned.

NSFAS FUNDING AND STUDENT FEES

Since 2016, the UNIZULU NSFAS-funded students received full funding for their overall cost of study (tuition, accommodation and other allowances). This has helped the University to prevent the spreading of limited funding to more students, as funds were limited. The final historical debt allocation was received from NSFAS in 2017, which helped many former NSFAS students with historical debt.

Since 2017, students have applied directly to NSFAS and the administrative responsibility in terms of applications of the University has reduced significantly. The University ensures that all correct and necessary information for students who receive funding is provided to the NSFAS offices. The student funding split was 76% NSFAS-funded, 6% funded by private sponsors, and 18% cash-paying students.

In addition to NSFAS, the University has a bursary called the Rector's Fund, which assists needy students who don't receive NSFAS funding.



Ms. N. Caluza
Chairperson of Council

Some needy students receive scholarships directly from various donors. The University often receives a list of bursary allocations from organisations like Eskom, Moses Kotani, the KZN DOE, Department of Health and many others donors and bursary schemes. The University continues to encourage various donors to provide scholarship support to various needy and good performing students.

UNIZULU has put in place various mechanisms to deal with transformation imperatives and address the priorities of the HE Summit 2015. These include the establishment of the University Transformation Committee; the development of the Integrated Transformation Plan 2014; and the integration of the transformation priorities into the Strategic Plan of the University.

The University has developed a detailed programme of action for transformation, including an action plan embedded in a revised Integrated Transformation Plan 2017- 2021. This programme of action has been directly linked to the University Strategic Plan 2017-2021.

The University annually reviews its Equity Plan and submits this to the Department of Labour. The Equity Plan sets clear targets that assist the University to transform its staff profile, and assist in getting more women and black staff into senior and leadership positions, both in the academic and administration sectors of the University.

The University has put in place management development programmes for middle management staff to advance their careers to achieve excellence and seniority and become more research productive in the case of academics. A typical example of such programmes is the bespoke University Leadership Development Programme offered to UNIZULU staff by the Stellenbosch Business School.

The University has developed a detailed programme of action for transformation, including an action plan embedded in a revised Integrated Transformation Plan 2017-2021. This programme of action has been directly linked to the University Strategic Plan 2017-2021.



Prof. X. Mtsoe
Vice-Chancellor



**AUDITED CONSOLIDATED
ANNUAL FINANCIAL STATEMENTS
for the year ended 31 December 2017**

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

General Information

Nature of business and principal activities	Higher Education Institution in terms of Higher Education Act 101 of 1997
Business address	1 Main Road Vulindlela KwaDlangezwa 3886
Postal address	Private Bag X1001 KwaDlangezwa 3886
Bankers	ABSA
Auditors	Deloitte & Touche and Ngubane & Co

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Contents

Contents	Page
Council's Responsibilities and Approval	153
Independent Auditor's Report	154-160
Consolidated Statement of Financial Position	161
Consolidated Statement of Profit or Loss	162
Consolidated Statement of Other Comprehensive Income	163
Consolidated Statement of Changes in Funds	164-165
Consolidated Statement of Cash Flows	166
Accounting Policies	167-177
Notes to the Audited Consolidated Annual Financial Statements	178-215

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Council's Responsibilities and Approval

The Council is required in terms of the Higher Education Act 101 of 1997 to maintain adequate accounting records and is responsible for the content and integrity of the audited consolidated annual financial statements and related financial information included in this report. It is its responsibility to ensure that the audited consolidated annual financial statements fairly present the state of affairs of the university as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with International Financial Reporting Standards and Reporting Regulations in terms of the Higher Education Act 101 of 1997.

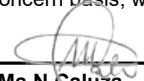
The audited consolidated annual financial statements are prepared in accordance with International Financial Reporting Standards and Reporting Regulations in terms of the Higher Education Act 101 of 1997 and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgments and estimates.

The Council acknowledges that it is ultimately responsible for the system of internal financial control established by the university and places considerable importance on maintaining a strong control environment. To enable the Council to meet these responsibilities, it sets standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the university and all employees are required to maintain the highest ethical standards in ensuring the university's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the university is on identifying, assessing, managing and monitoring all known forms of risk across the university. While operating risk cannot be fully eliminated, the university endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

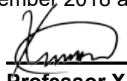
The Council is of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the audited consolidated annual financial statements. However, council has been made aware of internal control deficiencies and non-compliance with laws and regulations as pointed out by the external auditors and will ensure that they are addressed appropriately. Any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The council has reviewed the university's cash flow forecast for the next twelve months and, in light of this review and the current financial position, it is satisfied that the university has or had access to adequate resources to continue in operational existence for the foreseeable future.

The audited consolidated annual financial statements set out on pages 161 to 215, which have been prepared on the going concern basis, were approved by the Council on 27 September 2018 and were signed on their behalf by:



Ms N Caluza
Chairperson of Council



Professor X Mtose
Vice-Chancellor

REPORT OF THE INDEPENDENT AUDITOR'S TO THE MINISTER OF HIGHER EDUCATION AND TRAINING AND THE COUNCIL OF THE UNIVERSITY OF ZULULAND

REPORT ON THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Opinion

We have audited the consolidated financial statements of the University of Zululand and its subsidiary (the Group/University) set out on pages 161 to 215, which comprise the consolidated statement of financial position as at 31 December 2017 and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in funds, and consolidated statement of cash flows for the year then ended, as well as the notes to the consolidated financial statements, including a summary of significant accounting policies and other explanatory information.

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

Basis for Opinion

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

We are independent of the University in accordance with the Independent Regulatory Board for Auditors Code of Professional Conduct for Registered Auditors (IRBA Code) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the International Ethics Standards Board for Accountants Code of Ethics for Professional Accountants (Parts A and B).

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

Emphasis of matter

Without qualifying our opinion, we draw attention to note 28 of the consolidated financial statements which indicates that the University had various restatements relating to the 2015 and 2016 financial years.

Other matter

The consolidated financial statements of the University of Zululand for the year ended 31 December 2016, were audited by another auditor who expressed an unmodified opinion on those statements on 28 June 2017.

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REPORT OF THE INDEPENDENT AUDITOR'S REPORT TO THE MINISTER OF HIGHER EDUCATION AND TRAINING AND THE COUNCIL OF THE UNIVERSITY OF ZULULAND (continued)

Responsibilities of the Council for the consolidated financial statements

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

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

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

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

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

REPORT ON THE AUDIT OF THE ANNUAL PERFORMANCE REPORT

Introduction and scope

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

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

We evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected strategic focus areas presented in the annual performance report of the University for the year ended 31 December 2017:

Strategic focus area	Pages in the annual performance report
Improve governance through enhanced operations to support the academic enterprise and ensure sustainability	31 – 32
Create a quality teaching and learning environment as a comprehensive University	32 – 34
Enhance research and innovation	34
Enhance the quality and profile of the University of Zululand graduates	34 – 35
Accelerate infrastructure development	35

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REPORT OF THE INDEPENDENT AUDITOR'S REPORT TO THE MINISTER OF HIGHER EDUCATION AND TRAINING AND THE COUNCIL OF THE UNIVERSITY OF ZULULAND (continued)

Introduction and scope (continued)

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

We did not identify any material findings on the usefulness and reliability of the reported performance information for the selected strategic focus area mentioned above.

Other matter: achievement of planned targets

Refer to the annual performance report on pages 38 to 50 for information on the achievement of the planned targets for the year.

REPORT ON THE AUDIT OF THE COMPLIANCE WITH LEGISLATION

Introduction and scope

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

We identified the following material findings on non-compliance with the specific matters in key legislation (HEA) as set out in the general notice issued in terms of the PAA:

- The University did not comply with section 34(4) of the Higher Education Act which requires that an employee must in writing –
 - (a) before he or she was appointed or assumed office, declare any business that may raise a conflict or a possible conflict of interest with the University concerned; and/or
 - (b) notify the University concerned of any conflict or possible conflict of interest before such college procured any goods or services from such member of staff or an organisation within which such member or employee held an interest.
- The University did not comply with section 34(5) of the Higher Education Act which states that an employee may not conduct business directly or indirectly with the public higher education institution at which he or she is employed that entails or may entail a conflict of interest with the public higher education institution unless the Council of such public higher education institution is of the opinion that –
 - (a) the goods, product or service in question are unique;
 - (b) the supplier is a sole provider; and
 - (c) it is in the best interest of the institution.
- The University did not ensure that at least 60 percent of the members of the Council must be persons who are not employed by, or students of, the public higher education institution as required by section 27(6) of the Higher Education Act.
- The Council of the University did not keep records of all its proceedings and complete accounting records of all assets, liabilities, income and expenses and any other financial transactions of the University as a whole, of its substructures and of other bodies operating under its auspices as required by section 41(1)(a) and (b) of the Higher Education Act.

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REPORT OF THE INDEPENDENT AUDITOR'S REPORT TO THE MINISTER OF HIGHER EDUCATION AND TRAINING AND THE COUNCIL OF THE UNIVERSITY OF ZULULAND (continued)

Other information

The Council is responsible for the other information. The other information comprises all the information included in the annual report which includes the report of the Chairperson of the Council, Council's Statement on Governance, Council's Statement on Sustainability, Senate Report to Council, Report of the Institutional Forum, Report from the Vice-Chancellor on Management and Administration, Report on Internal Administrative Operational Structures, Report on Risk Exposure Assessment and its Management, Annual Financial Review, Report of the Audit and Risk Committee and Council's Report on Transformation. The other information does not include the consolidated financial statements, the auditor's report thereon and those selected strategic focus areas presented in the annual performance report that have been specifically reported on in this auditor's report.

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

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

We have nothing to report in this regard.

Internal control deficiencies

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

These matters reported below are limited to the significant internal control deficiencies that also resulted in findings on compliance with legislation identified during the audit which indicated material internal control weaknesses at the University.

There was inadequate controls in place at the University to prevent, detect and correct misstatements in the financial reporting environment.

- Material control deficiencies were noted in respect of the financial reporting environment relating to:
 - Reconciliations not being performed.
 - The use of suspense accounts without adequate controls.
 - There were no controls with respect to the preparation and review of accounting records.
 - There were numerous material adjustments made to the financial statements for the current and prior periods.
- There were material and extensive control deficiencies noted with respect to the implementation of controls relating to supply chain management and procurement.
- There were material and extensive control deficiencies pertaining to Information Technology.
- There was material non-compliance with laws and regulations relating to:
 - Section 34(4) of the Higher Education Act.
 - Section 34(5) of the Higher Education Act.
 - Section 27(6) of the Higher Education Act.
 - Section 41(1)(a) and (b) of the Higher Education Act.

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REPORT OF THE INDEPENDENT AUDITOR'S REPORT TO THE MINISTER OF HIGHER EDUCATION AND TRAINING AND THE COUNCIL OF THE UNIVERSITY OF ZULULAND (continued)

Other reports

We draw attention to the following engagements conducted that are either in progress or have been completed. These reports did not form part of our opinion on the consolidated financial statements, reported performance information or compliance with applicable legislation:

Audit related services and agreed upon procedures

The following agreed-upon procedures were completed or in progress in terms of International Standard on Related Services (ISRS) 4400 "Engagements to Perform Agreed-Upon Procedures Regarding Financial Information".

No	Grant name	Period coverage	Status	Report date
1	Research Development Grant	1 April 2017 to 31 March 2018	Completed	31 January 2018
2	Teaching Development Grant	1 January 2017 to 31 December 2017	Completed	08 March 2018
3	National Research Foundation Grant	1 January 2017 to 31 December 2017	Completed	23 March 2018
4	Research Outputs Grant	1 January 2017 to 31 December 2017	Completed	22 May 2018
5	Clinical Training Grant	1 April 2017 to 31 March 2018	Completed	31 May 2018
6	Infrastructure and Efficiency Grant	1 April 2017 to 31 March 2018	Completed	11 June 2018
7	Foundation Provision Grant	1 April 2017 to 31 March 2018	Completed	19 June 2018
8	New Generation of Academics Programme Grant	1 April 2017 to 31 March 2018	Completed	22 June 2018
9	Higher Education Management Information Systems ("HEMIS")	1 January 2017 to 31 December 2017	In progress	Not Applicable
10	2017 Fee Gap Adjustment Grant	1 January 2017 to 31 December 2017	In progress	Not Applicable
11	Historically Disadvantaged Institutions Grant	1 April 2017 to 31 March 2018	In progress	Not Applicable

Report on Other Legal and Regulatory Requirements

In accordance with our responsibilities in terms of section 44(2) and 44(3) of the Auditing Professions Act No. 26 of 2005, we report that we have identified an ongoing reportable irregularity in terms of the Auditing Professions Act and have reported such matter to the Independent Regulatory Board for Auditors. The reportable irregularity pertains to the non-compliance of the Higher Education Act for the following sections:

- Section 34(4) requires that an employee must in writing –
 - before he or she was appointed or assumed office, declare any business that may raise a conflict or a possible conflict of interest with the University concerned; and/or
 - notify the University concerned of any conflict or possible conflict of interest before such college procured any goods or services from such member of staff or an organisation within which such member or employee held an interest.

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**REPORT OF THE INDEPENDENT AUDITOR'S REPORT TO THE MINISTER OF HIGHER EDUCATION
AND TRAINING AND THE COUNCIL OF THE UNIVERSITY OF ZULULAND (continued)**

Report on Other Legal and Regulatory Requirements (continued)

- Section 34(5) states that an employee may not conduct business directly or indirectly with the public higher education institution at which he or she is employed that entails or may entail a conflict of interest with the public higher education institution unless the Council of such public higher education institution is of the opinion that-
 - (a) the goods, product or service in question are unique;
 - (b) the supplier is a sole provider; and
 - (c) it is in the best interest of the institution.

Deloitte & Touche

Deloitte & Touche

Registered Auditors

Per: Abubakr Essack CA (SA), RA
Partner

27 September 2018

Ngubane & Co.

Ngubane & Co

Registered Auditors

Per: Desmond Msomi CA (SA), RA
Partner

27 September 2018

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Annexure A– Auditors’ responsibility for the audit

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

Consolidated financial statements

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

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

Communication with those charged with governance

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

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

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University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Consolidated Statement of Financial Position as at 31 December 2017

		2017	2016	2015
	Note(s)	R '000	Restated * R '000	Restated * R '000
Assets				
Non-Current Assets				
Property, plant and equipment	2	1,170,861	1,147,688	1,046,517
Intangible assets	3	9,853	10,791	12,078
Available-for-sale investments	4	430,370	449,747	454,246
Post-retirement benefit asset	5	-	-	106,665
		1,611,084	1,608,226	1,619,506
Current Assets				
Inventories	6	6,945	4,958	2,643
Available-for-sale investments	4	96,362	86,008	72,053
Student and other receivables	7	142,845	230,122	150,330
Cash and cash equivalents	8	1,257,863	891,802	835,194
		1,504,015	1,212,890	1,060,220
Total Assets		3,115,099	2,821,116	2,679,726
Funds and Liabilities				
Funds				
Non-distributable funds				
Revaluation reserve		361,797	364,584	336,698
Available-for-sale financial asset reserve		121,285	105,320	115,689
Post-retirement benefits reserve		-	-	106,665
Restricted funds				
DHET, Trusts, and Research funds		25,914	25,872	38,576
Auxiliary student services funds		12,883	21,898	16,146
Council controlled funds				
Property, plant and equipment (PPE) fund		611,078	589,962	504,046
Designated institutional fund		27,682	27,682	27,682
Accumulated Council-controlled funds		509,451	557,779	531,143
UNIZULU Foundation funds		67,079	65,072	71,010
		1,737,169	1,758,169	1,747,655
Liabilities				
Non-Current Liabilities				
Post - retirement obligation	5	98,017	97,417	79,901
Deferred government grants	9	963,508	675,772	618,803
Interest-bearing borrowings	10	24,506	24,636	28,825
		1,086,031	797,825	727,529
Current Liabilities				
Accounts payable and accrued liabilities	11	164,030	151,262	107,797
Current portion of interest-bearing borrowings	10	2,336	4,371	2,185
Current portion of deferred government grants	9	53,618	46,493	37,842
Employee benefits	12	71,915	62,996	56,718
		291,899	265,122	204,542
Total Liabilities		1,377,930	1,062,947	932,071
Total Funds and Liabilities		3,115,099	2,821,116	2,679,726

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Consolidated Statement of Profit or Loss

Educational and General												
Note(s)	Council- Controlled		Specifically funded Restricted		Sub-total		Auxiliary Services Restricted		UNIZULU Foundation		2016 Restated * Total	
	R '000		R '000		R '000		R '000		R '000		R '000	
TOTAL INCOME												
13		853,899		51,014		904,913		67,082		17,277		989,272
		456,357		24,721		481,078		-		-		481,078
		333,173		-		333,173		47,099		-		380,272
		448		23,524		23,972		-		10,478		34,450
		5,435		186		5,621		13,350		-		17,839
14		1,136		250		1,386		6,633		-		8,019
		57,350		2,333		59,683		-		6,799		66,482
		(879,705)		(50,972)		(930,677)		(76,097)		(17,434)		(1,024,208)
TOTAL EXPENDITURE												
RECURRENT EXPENDITURE												
15		(766,783)		(50,972)		(817,755)		(76,097)		(17,434)		(911,286)
		(416,100)		(21,980)		(438,080)		(20,901)		(4,521)		(463,502)
16		(311,597)		(28,950)		(340,547)		(46,963)		(12,672)		(400,182)
		(10,259)		(42)		(10,301)		(30)		(112)		(10,443)
2		(23,915)		-		(23,915)		(8,203)		(129)		(32,247)
		(4,912)		-		(4,912)		-		-		(4,912)
NON-RECURRENT EXPENDITURE												
		(112,922)		-		(112,922)		-		-		(112,922)
		(112,922)		-		(112,922)		-		-		(112,922)
Net surplus/ (deficit) for the year												
		(25,806)		42		(25,764)		(9,015)		(157)		(34,936)
												78,256

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Consolidated Statement of Other Comprehensive Income

	Educational and General						
	Council- Controlled Funds	Designated Funds Restricted	Sub-total	Auxiliary Services Restricted	UNIZULU Foundation	2017 Total	2016 Restated *Total
	Notes	R '000	R '000	R '000	R '000	R '000	R '000
OTHER COMPREHENSIVE INCOME							
Items that will be re-classified to profit and loss							
Net change in fair value of investments		15,965	-	15,965	-	2,164	18,129
							(12,588)
Items that will not be re-classified to profit and loss							
Remeasurements on net defined benefit liability/asset		(4,193)	-	(4,193)	-	-	(84,129)
Revaluation of land & buildings		-	-	-	-	-	28,975
Total items that will not be reclassified to profit or loss		(4,193)	-	(4,193)	-	(4,193)	(55,154)
Other comprehensive income for the year		11,772	-	11,772	-	2,164	(67,742)
Total comprehensive income/(loss)		(14,034)	42	(13,992)	(9,015)	2,007	10,514

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Consolidated Statement of Changes in Funds

	Property, Plant and Equipment (PPE) Fund	Revaluation reserve Non- distributable	Available- for- sale Reserve Non- distributable	Post- Retirement Benefits - Reserve Non- distributable	DHET/ Research & Trust Funds	Designated institutional fund	Auxiliary student services funds	Council Controlled Funds	UNIZULU Foundation	Total funds
	R '000	R '000	R '000	R '000	R '000	R '000	R '000	R '000	R '000	R '000
Opening balance as previously reported	646,350	137,277	109,758	106,665	54,705	27,682	19,220	334,495	70,835	1,506,987
Adjustments										
Prior period error	(142,305)	199,421	5,931	-	(16,129)	-	(3,074)	196,648	175	240,667
Balance at 01 January 2016 as restated	504,045	336,698	115,689	106,665	38,576	27,682	16,146	531,143	71,010	1,747,654
Surplus/ (deficit) for the year	-	-	-	-	(11,391)	-	4,399	88,967	(3,719)	78,256
Other comprehensive income	-	28,975	(10,369)	(84,129)	-	-	-	-	(2,219)	(67,742)
Total comprehensive income for the year	-	28,975	(10,369)	(84,129)	(11,391)	-	4,399	88,967	(5,938)	10,514
Property, plant and equipment fund transfer	85,074	-	-	-	-	-	-	(85,074)	-	-
Transfer between reserves (Asset additions)	3,664	-	-	-	(3,208)	-	(456)	-	-	-
Fund Movements (Asset Depreciation)	-	-	-	(22,536)	1,895	-	(5,902)	26,543	-	-
Loan Repayments	(5,913)	-	-	-	-	-	7,711	(1,798)	-	-
Release to Accumulated Funds	2,003	-	-	-	-	-	-	(2,003)	-	-
	1,089	(1,089)	-	-	-	-	-	-	-	-
Total transfers between Funds	85,917	(1,089)	-	(22,536)	(1,313)	-	1,353	(62,332)	-	-

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Consolidated Statement of Changes in Funds

	Property, Plant and Equipment (PPE) Fund	Revaluation reserve Non- distributable	Available-for- sale Reserve Non- distributable	Post- Retirement Benefits - Reserve Non- distributable	DHET/ Research & Trust Funds	Designated institutional fund	Auxiliary student services funds	Council Controlled Funds	UNIZULU Foundation	Total funds
	R '000	R '000	R '000	R '000	R '000	R '000	R '000	R '000	R '000	R '000
Opening balance as previously reported	647,194	385,791	98,899	-	52,876	27,682	24,971	472,592	64,752	1,774,757
Adjustments										
Prior period errors	(57,232)	(21,207)	6,421	-	(27,004)	-	(3,073)	85,187	320	(16,588)
Balance at 01 January 2017 as restated	589,962	364,584	105,320	-	25,872	27,682	21,898	557,779	65,072	1,758,169
Surplus/ (deficit) for the year	-	-	-	-	42	-	(9,015)	(25,806)	(157)	(34,936)
Other comprehensive income	-	-	15,965	-	-	-	-	(4,193)	2,164	13,936
Total comprehensive Loss for the year	-	-	15,965	-	42	-	(9,015)	(29,999)	2,007	(21,000)
Property, plant and equipment fund transfer	18,329	-	-	-	-	-	-	(18,329)	-	-
Transfers	2,787	(2,787)	-	-	-	-	-	-	-	-
Total transfers between Funds	21,116	(2,787)	-	-	-	-	-	(18,329)	-	-
Balance at 31 December 2017	611,078	361,797	121,285	-	25,914	27,682	12,883	509,451	67,079	1,737,169

Note(s)

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Consolidated Statement of Cash Flows

		2017	2016
	Note(s)	R '000	Restated * R '000
Cash flows from operating activities			
Cash generated from operations	19	354,052	95,032
Interest income		58,850	57,961
Dividend income		7,632	5,688
Finance costs		(4,912)	(2,370)
Net cash from operating activities		415,622	156,311
Cash flows from investing activities			
Purchase of property, plant and equipment	2	(54,008)	(98,437)
Purchase of other intangible assets	3	(476)	(127)
Purchase of investments		(19,039)	(46,057)
Sale of investments		26,127	46,921
Net cash from investing activities		(47,396)	(97,700)
Cash flows from financing activities			
Decrease in interest bearing borrowing		(2,165)	(2,003)
Net cash from financing activities		(2,165)	(2,003)
Total cash movement for the year		366,061	56,608
Total cash and cash equivalents at the beginning of the year		891,802	835,194
Total cash and cash equivalents at the end of the year	8	1,257,863	891,802

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Accounting Policies

Reporting entity

The University of Zululand (the "University") is a public university established and domiciled in the Republic of South Africa, under the Higher Education Act no 101 of 1997. The address of the University's registered office is 1 Main Road Vulindlela, KwaDlangezwa, 3886, South Africa. The consolidated financial statements of the University for the year ended 31 December 2017 comprise the University and its subsidiary, the University of Zululand Foundation.

Where reference is made to the financial statements in the accounting policies, it should be interpreted as referring to the consolidated financial statements where the context requires, unless otherwise noted.

1. Accounting Policies

1.1 Statement of Compliance

The audited consolidated annual financial statements have been prepared in accordance with International Financial Reporting Standards and Reporting Regulations in terms of the Higher Education Act 101 of 1997 in the manner required by the Minister of Education in terms of section 41 of the Higher Education Act, 1997 (Act No. 101 of 1997), as amended. The audited consolidated annual financial statements have been prepared on the historical cost basis, except for the measurement of Land & Buildings and financial instruments at fair value, and incorporate the principal accounting policies set out below. They are presented in South African Rands.

1.2 Basis of preparation

The consolidated financial statements are presented in South African Rands, rounded to the nearest thousand (R'000) in each case. They are prepared under the historical cost basis, except for the revaluation of certain properties and financial instruments. The principal accounting policies adopted in the preparation of these financial statements are set out below and are consistent with those of the previous year, except where otherwise indicated.

1.3 Basis of Consolidation

The consolidated financial statements comprise the financial statements of the University and its related entities as at 31 December each year.

Related entities are entities controlled by the University. The University controls an entity when the University is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Related entities are consolidated from the date on which control is obtained by the University and until they are disposed of or control ceases. All inter-group transactions, balances and unrealised surpluses and deficits are eliminated on consolidation. Where necessary, appropriate adjustments are made to the accounting policies of related entities on consolidation to ensure consistency with the policies adopted by the University.

1.4 Use of estimates and judgments

The preparation of these financial statements requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the year in which the estimates are revised and in any future years affected.

In applying the University's accounting policies, management has made the following judgments, apart from those involving estimations, which most significantly affect the amounts recognised in the financial statements.

In preparing the audited consolidated annual financial statements, management is required to make estimates and assumptions that affect the amounts represented in the audited consolidated annual financial statements and related disclosures. Use of available information and the application of judgement is inherent in the formation of estimates. Actual results in the future could differ from these estimates which may be material to the audited consolidated annual financial statements. Significant judgments include:

- Note 2 - Depreciation and valuation of property, plant and equipment
- Note 7 - Impairment of accounts receivables
- Note 5 - Valuation of post-retirement obligations
- Note 12 - Valuation of employee benefits
- Note 18 - Contingencies

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Accounting Policies

1.4 Use of estimates and judgments (continued)

Impairment testing

The university reviews and tests the carrying value of assets when events or changes in circumstances suggest that the carrying amount may not be recoverable. In addition, goodwill is tested on an annual basis for impairment. Assets are grouped at the lowest level for which identifiable cash flows are largely independent of cash flows of other assets and liabilities. If there are indications that impairment may have occurred, estimates are prepared of expected future cash flows for each group of assets. Expected future cash flows used to determine the value in use of goodwill and tangible assets are inherently uncertain and could materially change over time. They are significantly affected by a number of factors including historical experience and future expectations and other factors considered reasonable under the circumstances, together with economic factors such as exchange rates, inflation, interest rates, discount rates and market values.

Provisions

Provisions were raised and management determined an estimate based on the information available. Additional disclosure of these estimates of provisions are included in note 7 - Student and other receivables and in note 12 - Employee benefits.

Depreciation

At the end of each reporting year, material assets within property, plant and equipment are reviewed to assess whether the estimated useful lives and residual values are appropriate. The estimate and judgement relates to useful lives and residual values.

Impairment

(i) Non – derivative financial assets (including receivables)

A financial asset not measured at fair value through profit or loss is assessed at each reporting date to determine whether there is objective evidence that it is impaired. A financial asset is impaired if objective evidence indicates that a loss event has occurred after the initial recognition of the asset, and that the loss event had a negative effect on the estimated future cash flows of that asset that can be measured reliably.

Objective evidence that financial assets (including equity securities) are impaired can include default or delinquency by a debtor, restructuring of an amount due to the University on terms that the University would not consider otherwise, indications that a debtor or issuer will enter bankruptcy, or the disappearance of an active market for a security. In addition, for an investment in an equity security, a significant or prolonged decline in its fair value below its cost is objective evidence of impairment.

The University considers evidence of impairment for receivables and held-to-maturity investment securities at both a specific asset and collective level. All individually significant receivables and held-to-maturity investment securities are assessed for specific impairment. All individually significant receivables and held-to-maturity investment securities found not to be specifically impaired are then collectively assessed for any impairment that has been incurred but not yet identified. Receivables and held-to-maturity investment securities that are not individually significant are collectively assessed for impairment by grouping together receivables and held-to-maturity investment securities with similar risk characteristics.

In assessing collective impairment the University uses historical trends of the probability of default, timing of recoveries and the amount of loss incurred, adjusted for management's judgement as to whether current economic and credit conditions are such that the actual losses are likely to be greater or less than suggested by historical trends.

(ii) Non-financial assets

The carrying amount of the University's non-financial assets, other than inventories, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated.

The recoverable amount of an asset is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

An impairment loss is recognised if the carrying amount of an asset exceeds its estimated recoverable amount. Impairment losses are recognised in profit or loss.

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Accounting Policies

1.4 Use of estimates and judgments (continued)

Receivables

At the end of each reporting year, management makes an estimate of the provision for impairment of receivables that are considered irrecoverable. Impairments of receivables takes into account the cost of collection of the receivables. The estimate and judgement relates to collectability of the receivables.

Employee benefits

A provision is made for the estimated liability for annual leave and as a result of services rendered by academic professional, administrative and other support staff up to the financial year end.

Post-retirement obligations

For the purposes of valuing the University's future obligations in respect of post-retirement health care, provident fund and pension fund benefits, key assumptions are made in respect of discount rates, expected inflation on medical aid contributions, expected age of retirement and mortality rates.

1.5 Income recognition

State subsidy

State appropriations for general purposes are recognised as income in the financial year to which the subsidy relates.

If the funding is provided in advance of the specified requirement, (i.e. the University does not have immediate legal entitlement to it) the relevant amount is deferred and recognised in the applicable period.

Special designated income

Income received for designated specific purposes arises from contracts, grants, donations and income for specific purpose. Such income is brought into the income statement in the financial period in which the University becomes entitled to the use of these funds.

Funds received which the University cannot use until some specified future period or occurrence, are held in an appropriate fund until the financial period in which the funds can be used, at which time the amount is recognised as income. If the funds are returnable to their source in the absence of the event or occurrence, or in the case of trust and agency monies, they are disclosed on the balance sheet under current liabilities.

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Accounting Policies

1.5 Income recognition (continued)

Tuition fees

Tuition and residence fees are recognised as income in the period to which they relate, ie at the time these fees are formally billed. Deposits provided by prospective students are treated as current liabilities until these amounts are billed as due. Provision is made for the estimated unrealisable amount.

Sale of goods

Revenue is recognised when the significant risks and rewards of ownership have been transferred to the customer, recovery of the consideration is probable, the associated costs and possible return of goods can be estimated reliably, there is no continuing management involvement with the goods, and the amount of revenue can be measured reliably. Revenue is measured net of returns, trade discounts and volume rebates.

The timing of the transfer of risks and rewards varies depending on the individual terms of the sales agreement.

Government grants

An unconditional government grant or subsidy is recognised in profit or loss for the year when the grant becomes receivable.

Other government grants are recognised initially as deferred income at fair value when there is reasonable assurance that they will be received and the University will comply with the conditions associated with the grant. Grants that compensate the University for expenses incurred are recognised in profit or loss as other income on a systematic basis in the same periods in which the expenses are recognised. Grants that compensate the University for the cost of an asset are recognised in profit or loss on a systematic basis over the useful life of the asset.

Interest income

Interest is recognised on a time allocation basis, taking account of the principal outstanding and the effective interest rate over the period to maturity, when it is determined that such income will accrue to the University. When impairment of a debtor occurs, the University reduces the carrying value to the recoverable value. The recoverable value represents the future cash flow, discounted as interest over time. Interest income on loans in respect of which impairment has been recognised is recognised at the original effective interest rate.

Dividend income

Dividends are recognised when the University's right to receive a dividend is established.

Donations and gifts

Donations and gifts are recognised upon receipt. Donations in kind are recognised at fair value.

1.6 Fund categories

The consolidated statement of comprehensive income is prepared on a segmented reporting basis in the manner required by the Minister of Higher Education and Training in terms of section 41 of the Higher Education Act, 1997 (Act No. 101 of 1997), as amended. Income shown as Council Controlled relates to funds over which the Council has legal control and discretionary control. Income shown as Specifically Funded Restricted relates to funds generated in terms of legally enforceable requirements by the donor or grantor. Income shown as Student Residence Restricted relates to revenue generated from student accommodation fees. Management continuously reviews the classification of the various funds and periodically reclassifies them, where deemed appropriate, for changes in the circumstances and conditions relating to them.

The consolidated statement of changes in funds is grouped according to the same criteria as the consolidated statement of comprehensive income and also includes a property, plant and equipment fund, revaluation reserve, post-retirement benefits reserve and an available for sale financial asset reserve. Funds for the acquisition of property, plant and equipment are transferred to the property, plant and equipment fund, which thereafter includes the funds representing the carrying value of the items of property, plant and equipment. The post-retirement benefits reserve includes the gains and losses on the pension fund. The available for sale financial asset reserve includes those gains and losses on investments that are not recognised in the statement of comprehensive income. These gains and losses arise as a result of movements in the difference between the cost and the fair value of the investments. The restricted funds designated for specific activities represent the unspent portion of funds received which the University has an obligation to spend in terms of a mandate. The revaluation reserve fund relates to a revaluation of property, plant and equipment. The revaluation reserve is released to accumulated funds on a systematic basis over the assets useful lives.

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Accounting Policies

1.7 Foreign Currency Transactions

Foreign currency transactions are accounted for at spot rates, being the exchange rates prevailing at the dates of the respective transactions. Gains and losses arising from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies, are recognised in the consolidated statement of profit and loss in the year in which they arise. Assets and liabilities designated in foreign currencies at the consolidated statement of financial position date are translated at the rates of exchange ruling at the reporting date.

1.8 Inventories

Inventories are stated at the lower of cost and net realisable value. Cost is determined by the weighted-average method and includes costs incurred in acquiring inventories and bringing them to their existing condition and location. Net realisable value is the estimated selling price of inventory, should it be sold at arms length, less estimated selling expenses.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses. Redundant and slow moving inventories are identified and written down to their estimated economic or realisable values.

1.9 Employee Benefits

Employee entitlements to annual leave, are recognised when they accrue. An accrual is made for the estimated liability for accumulated leave as a result of services rendered up to the consolidated statement of financial position date. An accrual is made in respect of pro rata service bonuses paid annually to qualifying employees.

Retirement benefits

The University provides retirement benefits for its employees through defined benefit plans. Liabilities in respect of funded and unfunded obligations are recognised when employees have provided service for benefits to be paid in the future.

Defined benefit plans

Defined benefit plans define an amount of pension and post retirement benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.

For the defined benefit plans, the pension accounting costs are assessed using the projected unit credit method. Under this method, the cost of providing pensions is charged to the consolidated statement of profit and loss to spread the regular cost over the service lives of employees in accordance with the advice of qualified actuaries, who carry out full valuations of the plans annually. Pension obligations are measured at the present value of the estimated future cash outflows using interest rates of government securities that have terms to maturity approximating the terms of the related liabilities. All actuarial gains and losses are recognised immediately through other comprehensive income in order for the net plan asset or liability recognised in the statement of financial position to reflect the full value of the plan deficit and surplus.

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Accounting Policies

1.9 Employee Benefits (continued)

Post-employment obligations

The University operates various post-employment schemes, including both defined benefit and defined contribution pension plans and post-employment medical plans.

Pension Obligations

The liability or asset recognised in the balance sheet in respect of defined benefit pension plans is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method.

The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms approximating to the terms of the related obligation. In countries where there is no deep market in such bonds, the market rates on government bonds are used.

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of plan assets. This cost is included in employee benefit expense in the statement of profit or loss.

Remeasurement gains and losses arising from experience adjustments and changes in actuarial assumptions are recognised in the period in which they occur, directly in other comprehensive income.

For defined contribution plans, the University pays contributions to publicly or privately administered pension insurance plans on a mandatory, contractual or voluntary basis. The group has no further payment obligations once the contributions have been paid. The contributions are recognised as employee benefit expense when they are due. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Other post-employment obligations

Post-retirement health care benefits are provided for all employees and retirees who were members of the University's medical schemes prior to 1 July 2004. The entitlement to post-retirement health care benefits is based on employees remaining in service up to retirement age. The expected costs of these benefits are accrued over the years of employment, using the same accounting methodology as used for defined benefit pension and provident plans.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to funds in other comprehensive income in the year in which they arise. These obligations are valued annually by independent qualified actuaries.

Termination benefits

Termination benefits are recognised as an expense when the University is committed (without realistic possibility of withdrawal) to a formal detailed plan to either terminate employment before the normal retirement date, or to provide termination benefits as a result of an offer made to encourage voluntary redundancy. Termination benefits for voluntary redundancies are recognised as an expense if the University has made an offer of voluntary redundancy, it is probable that the offer will be accepted, and the number of acceptances can be estimated reliably. If benefits are payable more than 12 months after the reporting period, then they are discounted to their present value.

Short-term benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided.

A liability is recognised for the amount expected to be paid under short-term cash bonus if the University has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

Employee entitlements to annual leave are recognised when they accrue. An accrual is made for the estimated liability for accumulated leave as a result of services rendered up to the reporting date.

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Accounting Policies

1.10 Property, plant and equipment

Land and Building assets are reflected at their open market values as determined from time to time by independent property valuers and updated annually by management to reflect market conditions less any accumulated depreciation.

Revaluations of land and buildings are conducted on a regular basis by management with reference to publicly available commercial property indexes appropriate to the University's property portfolio.

The independent values provide the fair value of the University's property at least once every five years using the open market value basis in continuation of existing use for land and buildings and furniture and equipment. The last valuation took place in 2016.

Any surplus on revaluation, in excess of net carrying value, is recognised as a gain in other comprehensive income and transferred to a revaluation reserve. Surpluses on revaluation are recognised as income to the extent that they reverse revaluation decreases of the same assets recognised as expenses in previous periods. Deficits on revaluation are charged directly against the revaluation reserves only to the extent that the decrease does not exceed the amount held in the revaluation reserve in respect of that same asset. Other deficits are recognised as expenses.

Items of property, plant and equipment are initially measured at cost with exception of donated property, plant and equipment which are measured at fair value less accumulated depreciation and impairment losses. Capital work in progress mainly relates to buildings under construction. These are transferred to buildings on completion.

Cost includes expenditures that are directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the asset to a working condition for its intended use, and the costs of dismantling and removing the items and restoring the site on which they are located. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Assets costing less than R15 000 are expensed in the year of acquisition. Library books, journals and collections are expensed in the year in which they are acquired.

Gains and losses on disposal of property, plant and equipment are determined by comparing the carrying value of the respective assets at disposal to the proceeds on their disposal and are accounted for in the consolidated statement of comprehensive income.

The cost of replacing part of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the University and its cost can be measured reliably. The costs of the day-to-day servicing of property, plant and equipment are recognised in the consolidated statement of comprehensive income as incurred.

The University conducts an annual assessment of the useful life and residual values of significant property, plant and equipment as required by International Financial Reporting Standards, IAS 16 property, plant and equipment and upon identifying significant cost components to these assets depreciates each of the asset's cost components separately according to their assigned useful life and residual values (if applicable).

Land is not depreciated as it is deemed to have an indefinite life. Depreciation on all other assets is calculated on the straight-line method, at rates calculated to write off the costs or revalued amounts of assets, to their residual values over their estimated useful lives, as follows:

Item	Average useful life
Buildings	10-50 years
Furniture and equipment	10 years
Motor vehicles	10 years
Computer equipment	5 years

Depreciation methods, useful lives and residual values are reviewed at each reporting date and adjusted if appropriate.

1.11 Provisions

Provisions are recognised when the University has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate of the amount of the obligation can be made.

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Accounting Policies

1.11 Provisions (continued)

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

1.12 Financial instruments

Financial assets and liabilities are initially recognised when the University becomes party to the contractual provisions of the instruments.

Financial assets and liabilities are initially measured at the fair value plus transaction costs that are directly attributable to the acquisition or issue of the financial asset or liability, except instruments at fair value through profit and loss, which are recognised at fair value.

Financial assets and financial liabilities are offset and the net amounts are reported in the consolidated statement of financial position only when the University has a legally enforceable right to set off the recognised amounts, and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

The subsequent measurement of financial assets and liabilities depends upon the class of instrument.

The University determines the classification of its financial assets on initial recognition and, where allowed and where appropriate, reevaluates this designation at each financial year-end.

Financial assets in the scope of IAS 39: Financial Instruments are classified variously as "available-for-sale" financial assets, "held-to-maturity" investments, financial assets at fair value through profit or loss, and loans and receivables, as appropriate.

"Available-for-sale" financial assets

Available-for-sale financial assets are non-derivative financial assets that are designated as available-for-sale and that are not classified in any of the previous categories. The University's investments in equity securities and certain debt securities are classified as available-for-sale financial assets. Subsequent to initial recognition, they are measured at fair value and changes therein, other than impairment losses, are recognised in other comprehensive income and presented within equity in the available-for-sale financial asset reserve. When an investment is derecognised, the cumulative gain or loss in other comprehensive income is transferred to profit and loss.

Cash and cash equivalents

For the purposes of the balance sheet and cash flow statement, cash and cash equivalents comprise cash on hand, deposits held at call with banks, and short-term investments in money market instruments, net of bank overdrafts. Bank overdrafts that are repayable on demand and form an integral part of the University's cash management are included as a component of cash and cash equivalents. Where no legal right of set-off exists against bank deposits, bank overdrafts are included under current liabilities in the balance sheet.

Non-derivative financial assets

The University initially recognises loans and receivables and deposits on the date that they are originated. All other financial assets (including assets designated at fair value through profit or loss) are recognised initially on the trade date at which the University becomes a party to the contractual provisions of the instrument.

The University derecognises a financial asset when the contractual rights to the cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows on the financial asset in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred. Any interest in transferred financial assets that is created or retained by the University is recognised as a separate asset or liability.

Financial assets and liabilities are offset and the net amount presented in the statement of financial position when, and only when, the University has a legal right to offset the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

The University has the following non-derivative financial assets: financial assets at fair value through profit or loss, held-to-maturity financial assets, loans and receivables and available-for-sale financial assets.

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Accounting Policies

1.12 Financial instruments (continued)

Financial liabilities

Financial liabilities comprise accounts payable, deposits and borrowings.

Accounts payable and accrued liabilities are initially measured at fair value. They are subsequently recorded at amortised cost using the effective interest rate method. Gains and losses are recognised in income when the liabilities are de-recognised as well as through the amortisation process.

Deposits provided by prospective and current students are treated as current liabilities until the amounts are billed as due. Deposits are initially measured at fair value. They are subsequently measured at amortised cost.

Borrowings

Interest-bearing borrowings are recognised initially at fair value, less attributable transaction costs. Subsequent to initial recognition, interest-bearing borrowings are stated at amortised cost with any difference between the cost and redemption value being recognised in the consolidated statement of profit and loss over the period of the borrowings, using the effective interest method.

Held to maturity

These financial assets are initially measured at fair value plus direct transaction costs.

At subsequent reporting dates these are measured at amortised cost using the effective interest rate method, less any impairment loss recognised to reflect irrecoverable amounts. An impairment loss is recognised in profit or loss when there is objective evidence that the asset is impaired, and is measured as the difference between the investment's carrying amount and the present value of estimated future cash flows discounted at the effective interest rate computed at initial recognition. Impairment losses are reversed in subsequent periods when an increase in the investment's recoverable amount can be related objectively to an event occurring after the impairment was recognised, subject to the restriction that the carrying amount of the investment at the date the impairment is reversed shall not exceed what the amortised cost would have been had the impairment not been recognised.

Financial assets that the company has the positive intention and ability to hold to maturity are classified as held to maturity.

Determination of fair values

A number of the accounting policies and disclosures require the determination of fair value, for both financial and non-financial assets and liabilities. Fair values have been determined for measurement and/or disclosure purposes based on the following methods. When applicable, further information about the assumptions made in determining fair values is disclosed in the notes specific to that asset or liability.

The market value of property is the estimated amount for which a property could be exchanged on the date of valuation between a willing buyer and a willing seller in an arm's length transaction after proper marketing wherein the parties had each acted knowledgeably and willingly. The fair value of items of plant, equipment, fixtures and fittings is based on the market approach and cost approaches using quoted market prices for similar items when available and replacement cost when appropriate.

The fair value of financial assets at fair value through profit or loss, held-to-maturity investments and available-for-sale financial assets is determined by reference to their quoted closing bid price at the reporting date. The fair value of held-to-maturity investments is determined for disclosure purposes only.

The fair value of student and other receivables is estimated as the present value of future cash flows, discounted at the market rate of interest at the reporting date. This fair value is determined for disclosure purposes.

Fair value, which is determined for disclosure purposes, is calculated based on the present value of future principal and interest cash flows, discounted at the market rate of interest at the reporting date. For finance leases the market rate of interest is determined by reference to similar lease agreements.

The University uses the following hierarchy for determining and disclosing the fair value of financial instruments by valuation technique:

Level 1 - Quoted (unadjusted) prices in active market for identical assets and liabilities.

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Accounting Policies

1.12 Financial instruments (continued)

Level 2 - Other techniques for which all inputs which have a significant effect on the recorded fair value are observable either directly or indirectly.

Level 3 - Techniques which use input which have a significant effect on the recorded fair value that are not based on observable market data.

If the inputs used to measure the fair value of an asset or a liability might be categorised in different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

1.13 Cash and Cash Equivalents

Cash and cash equivalents comprise cash on hand, deposits held at call with banks, and short-term investments in money market instruments, net of bank overdrafts. Bank overdrafts that are repayable on demand and form an integral part of the University's cash management are included as a component of cash and cash equivalents. Where no legal right of set-off exists against bank deposits, bank overdrafts are included under current liabilities in the consolidated statement of financial position. Cash and cash equivalents are initially measured at the fair value and subsequently measured at amortised cost.

1.14 Impairment

At each financial year-end date, an assessment of the carrying amounts of property, plant and equipment, investments and other assets is made to determine whether there are any indications of impairment. If such indication exists, the estimated recoverable amounts of the impaired assets are determined and adjusted accordingly. The resultant impairment losses on the differences between the recoverable and carrying amounts are recognised in the consolidated statement of profit and loss, unless the relevant assets are carried at revalued amounts, in which case the impairment losses are reversed against the revaluation reserve.

An impairment loss is reversed only to the extent that an asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, had no impairment loss been recognised.

1.15 Related Parties

Related parties are considered to be related if one party has the ability to control or jointly control the other party or exercise significant influence over the other party in making financial and operational decisions. Key management staff and their close family members are also regarded as related parties. Key management staff are those persons having authority and responsibility for planning, directing and controlling the activities of the University.

1.16 Intangible assets

An intangible asset is recognised when:

- it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity; and
- the cost of the asset can be measured reliably.

Intangible assets are initially recognised at cost.

Expenditure on research (or on the research phase of an internal project) is recognised as an expense when it is incurred.

An intangible asset arising from development (or from the development phase of an internal project) is recognised when:

- it is technically feasible to complete the asset so that it will be available for use or sale.
- there is an intention to complete and use or sell it.
- there is an ability to use or sell it.
- it will generate probable future economic benefits.
- there are available technical, financial and other resources to complete the development and to use or sell the asset.
- the expenditure attributable to the asset during its development can be measured reliably.

Intangible assets are carried at cost less any accumulated amortisation and any impairment losses.

An intangible asset is regarded as having an indefinite useful life when, based on all relevant factors, there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows. Amortisation is not provided for these intangible assets, but they are tested for impairment annually and whenever there is an indication that the asset may be impaired. For all other intangible assets amortisation is provided on a straight line basis over their useful life.

The amortisation period and the amortisation method for intangible assets are reviewed every period-end.

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Accounting Policies

1.16 Intangible assets (continued)

Reassessing the useful life of an intangible asset with a finite useful life after it was classified as indefinite is an indicator that the asset may be impaired. As a result the asset is tested for impairment and the remaining carrying amount is amortised over its useful life.

Internally generated brands, mastheads, publishing titles, customer lists and items similar in substance are not recognised as intangible assets.

Amortisation is provided to write down the intangible assets, on a straight line basis, to their residual values as follows:

Item	Useful life
Patents	20 years from registration
Computer software, other	5 years - indefinite

1.17 Prior period errors

The principle that management applies is that all material prior period errors are corrected retrospectively in the first set of financial statements authorised for issue after their discovery by:

Restating the comparative amounts for the prior period(s) presented in which the error occurred; or if the error occurred before the earliest prior period presented, restating the opening balances of assets, liabilities and equity for the earliest prior period presented.

However, if it is impracticable to determine the period-specific effects of an error on comparative information for one or more prior periods presented, the opening balances of assets, liabilities, and equity for the earliest period for which retrospective restatement is practicable (which may be the current period) will be restated.

Further, if it is impracticable to determine the cumulative effect, at the beginning of the current period, of an error on all prior periods, the comparative information to correct the error prospectively from the earliest date practicable will be restated.

1.18 Borrowing costs

Borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset are capitalised as part of the cost of that asset until such time as the asset is ready for its intended use. The amount of borrowing costs eligible for capitalisation is determined as follows:

- Actual borrowing costs on funds specifically borrowed for the purpose of obtaining a qualifying asset less any temporary investment of those borrowings.
- Weighted average of the borrowing costs applicable to the entity on funds generally borrowed for the purpose of obtaining a qualifying asset. The borrowing costs capitalised do not exceed the total borrowing costs incurred.

The capitalisation of borrowing costs commences when:

- expenditures for the asset have occurred;
- borrowing costs have been incurred, and
- activities that are necessary to prepare the asset for its intended use or sale are in progress.

Capitalisation is suspended during extended periods in which active development is interrupted.

Capitalisation ceases when substantially all the activities necessary to prepare the qualifying asset for its intended use or sale are complete.

All other borrowing costs are recognised as an expense in the period in which they are incurred.

1.19 Contingent Liabilities

A contingent liability is a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the University, or a present obligation that arises from past events but is not recognised because it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation or the amount of the obligation cannot be measured with sufficient reliability. If the likelihood of an outflow of resources is remote, the possible obligation is neither a provision nor a contingent liability and no disclosure is made.

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Notes to the Audited Consolidated Annual Financial Statements

2. Property, plant and equipment

Reconciliation of property, plant and equipment - 2017

	Land	Buildings	Furniture and equipment	Motor vehicles	Data & Computer Equipment	Capital - Work in progress	Total
Cost or revaluation	69,292	1,071,377	69,599	9,250	33,664	16,383	1,269,565
Accumulated depreciation and impairment	-	(38,215)	(35,110)	(3,553)	(21,826)	-	(98,704)
Net book value at 31 December 2017	69,292	1,033,162	34,489	5,697	11,838	16,383	1,170,861
Net book value at beginning of year	68,556	968,433	29,958	829	14,433	65,479	1,147,688
Additions	-	6,331	5,398	5,561	2,125	34,593	54,008
Transfers	736	78,432	4,521	-	-	(83,689)	-
Depreciation	-	(20,034)	(5,388)	(693)	(4,720)	-	(30,835)
	69,292	1,033,162	34,489	5,697	11,838	16,383	1,170,861

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Notes to the Audited Consolidated Annual Financial Statements

Figures in Rand thousand

2. Property, plant and equipment (continued)

Reconciliation of property, plant and equipment - 2016 (Restated *)

	Land	Buildings	Furniture and equipment	Motor vehicles	Data & Computer Equipment	Capital work in progress	Total
Cost or revaluation	68,556	986,613	59,680	4,856	31,600	65,479	1,216,784
Accumulated depreciation and impairment	-	(18,180)	(29,722)	(4,027)	(17,167)	-	(69,096)
Net book value at 31 December 2016	68,556	968,433	29,958	829	14,433	65,479	1,147,688
Net book value at beginning of year	52,380	946,179	29,245	1,167	5,550	11,996	1,046,517
Additions	86	27,549	5,602	-	11,717	53,483	98,437
Reclassifications	6,590	(6,590)	-	-	-	-	-
Revaluations	9,500	19,475	-	-	-	-	28,975
Depreciation	-	(18,180)	(4,889)	(338)	(2,834)	-	(26,241)
	68,556	968,433	29,958	829	14,433	65,479	1,147,688

Reconciliation of property, plant and equipment - 2015 (Restated *)

	Land	Buildings	Furniture and equipment	Motor vehicles	Data & Computer Equipment	Capital work in progress	Total
Cost or revaluation	52,380	970,925	54,078	4,856	19,883	11,996	1,114,118
Accumulated depreciation and impairment	-	(24,746)	(24,833)	(3,689)	(14,333)	-	(67,601)
Net book value at 31 December 2015	52,380	946,179	29,245	1,167	5,550	11,996	1,046,517
Net book value at beginning of year	11,075	942,792	30,203	1,504	8,340	-	993,914
Additions	13,680	3,271	3,472	-	379	11,996	32,798
Revaluations	27,625	26,890	-	-	-	-	54,515
Depreciation	-	(24,746)	(4,430)	(337)	(3,169)	-	(32,682)
Impairment loss	-	(2,028)	-	-	-	-	(2,028)
	52,380	946,179	29,245	1,167	5,550	11,996	1,046,517

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Notes to the Audited Consolidated Annual Financial Statements

	2017	2016	2015
	R '000	Restated *	Restated *
		R '000	R '000

2. Property, plant and equipment (continued)

A register of land and buildings is available for inspection at the University's business address. The University is not permitted to dispose of, or otherwise alienate its land and buildings without the prior approval of the Minister of Higher Education and Training.

The land on which the buildings at KwaDlangezwa Campus is situated, does not belong to the University. The University has the right of use of this land.

The Richards Bay campus was erected by the University during the 2009 financial year. The land on which the campus is situated belongs to the University. Land comprises erf 16855, Portion 42 (of 25) of Erf 11161, Richards Bay.

Buildings erected at KwaDlangezwa comprise the following: lecture theatres, library, administration offices, student residences, staff housing and utilities.

Valuation processes of the University

The University engages external, independent and qualified valuers to determine the fair value of land and buildings. A formal valuation is performed on a periodic basis. As at 31 December 2016, the fair values of the land and buildings have been determined by professional valuers, Mills Fitchet, registered with South African Council for the Values Profession in terms of the Property Values Profession Act (Act No. 47 of 2000). Refer to prior period error note 28 for material errors adjusted.

Valuation techniques used to determine level 2 and level 3 fair values:

The valuation method used for KwaDlangezwa campus is the Depreciated Replacement Cost approach. All other properties of the University were valued using the Comparable Sales Method and/or the Income Capitalisation Method.

Information about fair value measurements using significant unobservable inputs:

Description	Fair value 31 December 2017 R '000	Valuation technique	Key unobservable inputs	Relationship of unobservable input to fair value
KwaDlangezwa campus (Level 3)	987,321	Depreciated Replacement Cost approach	Building replacement cost, residual value	The higher the building replacement costs, the higher the fair value.
All other properties (Level 2)	115,279	Income approach	Comparable Sales Method as well as The Income Capitalisation Method, residual value	The higher the net income per property, the higher the fair value. The higher the market capitalisation rate, the lower the market value.

Sensitivity analysis

A sensitivity analysis on the assumptions of the valuation was done by an independent valuer at the reporting date and the valuer confirmed that the valuation of land and buildings did not change materially. A 2% movement in carrying value of land and buildings would have the following impact.

	Increase 2017	Decrease 2017
Change in value	22,060	(22,060)

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Notes to the Audited Consolidated Annual Financial Statements

	2017	2016	2015
	R '000	Restated *	Restated *
		R '000	R '000

3. Intangible assets

Reconciliation of intangible assets - 2017

	Opening balance	Additions	Amortisation	Total
Patents	127	180	-	307
Computer software	10,664	296	(1,414)	9,546
	10,791	476	(1,414)	9,853

Reconciliation of intangible assets - 2016 (Restated *)

	Opening balance	Additions	Amortisation	Total
Patents	-	127	-	127
Computer software	12,078	-	(1,414)	10,664
	12,078	127	(1,414)	10,791

Reconciliation of intangible assets - 2015 (Restated *)

	Opening balance	Amortisation	Total
Computer software	13,492	(1,414)	12,078

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Notes to the Audited Consolidated Annual Financial Statements

	2017 R '000	2016 Restated * R '000	2015 Restated * R '000
4. Available-for-sale investments			
Available-for-sale investments			
Listed equities	196,549	174,999	201,908
Money market	157,963	145,406	107,066
International investments	63,325	62,494	82,073
	417,837	382,899	391,047
Held to maturity investments			
Fixed income investments	108,895	152,856	135,252
Investments reconciliation			
Opening balance	535,755	526,299	477,068
Additions	19,039	46,057	58,962
Disposals	(55,946)	(34,447)	(27,334)
Revaluations	27,884	(2,154)	17,603
	526,732	535,755	526,299
Analysed as:			
Current portion of available-for-sale investments	96,362	86,008	72,053
Non-current available-for-sale investments	430,370	449,747	454,246
	526,732	535,755	526,299

Investments held by the University of Zululand are invested on a long-term basis in order to obtain reasonable growth and revenue returns.

Investments including listed equities, international investments, fixed income instruments and money market investments are stated at fair value.

Portfolio UNI 005 (Available-for-sale investments) invested with Rand Merchant Bank with a market value of R52,6 million (2016 - R48.4 million) has been ceded to the Development Bank of Southern Africa (DBSA). The amount ceded to DBSA as outlined in the cession agreement is R48.9 million (2016 - R8.0 million) (refer note 10).

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Notes to the Audited Consolidated Annual Financial Statements

	2017	2016	2015
	R '000	Restated *	Restated *
		R '000	R '000
5. Post-retirement obligations			
These post-retirement benefit obligation exposes the University to actuarial risks, such as longevity risk, currency risk, interest rate risk and market (investment) risk.			
Defined benefit plans			
Pension fund	-	(664)	97,555
Provident fund	-	(3,876)	9,110
Medical aid	(98,017)	(92,877)	(79,901)
	(98,017)	(97,417)	26,764

Pension Fund

The University's obligation towards the post-retirement pension fund benefit was actuarially calculated as at 31 December 2017 by ABSA Consultants and Actuaries and is disclosed in accordance with International Accounting Standard 19: Employee Benefits, as follows:-

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Notes to the Audited Consolidated Annual Financial Statements

	2017 R '000	2016 Restated * R '000	2015 Restated * R '000
5. Post-retirement obligations (continued)			
Consolidated statement of financial position			
Present value of funded obligations	(935,343)	(868,846)	(754,578)
Fair value of plan assets	996,745	868,182	852,133
Asset Ceiling	(61,402)	-	-
	-	(664)	97,555
Amount recognised in the net surplus			
Service cost	(90,547)	(66,286)	(52,991)
Net Interest	585	8,482	6,993
	(89,962)	(57,804)	(45,998)
Amount recognised in other comprehensive income			
Actuarial gains/(losses) on Plan Asset	31,011	(61,826)	32,141
Actuarial gains/(losses) on Plan Obligation	27,775	(5,806)	44,692
Asset Ceiling	(61,402)	-	-
	(2,616)	(67,632)	76,833
Reconciliation of movement in the obligation recognised in the consolidated statement of financial position			
Opening Balance	868,846	754,578	723,355
Interest Cost	84,403	80,044	64,066
Current Service Cost	90,547	83,021	67,161
Benefits Paid	(80,678)	(54,603)	(55,312)
Re-measurement recognised in other comprehensive income	(27,775)	5,806	(44,692)
	935,343	868,846	754,578
Reconciliation of movement in the asset recognised in the consolidated statement of financial position			
Opening Balance	868,182	852,133	829,546
Expected Return	84,988	88,526	71,059
Contributions	93,242	43,952	(25,301)
Benefits Paid	(80,678)	(54,603)	(55,312)
Re-Measurements Recognised In Other Comprehensive Income	31,011	(61,826)	32,141
Asset Ceiling	(61,402)	-	-
	935,343	868,182	852,133
Key Valuation Assumptions			
Pre-retirement discount rate	9.70 %	9.75 %	10.49 %
Expected return on assets	9.70 %	9.75 %	10.49 %
Salary Increase rate (excluding merit increases)	8.94 %	9.43 %	10.31 %
Pension Increase rate	4.51 %	4.83 %	5.40 %
General inflation rate	6.94 %	7.43 %	8.31 %
Post-retirement discount rate	4.96 %	4.70 %	4.83 %

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Notes to the Audited Consolidated Annual Financial Statements

	2017	2016	2015
	R '000	Restated *	Restated *
		R '000	R '000

5. Post-retirement obligations (continued)

Sensitivity analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit plan by the amounts shown below.

	Increase 2017	Decrease 2017
Discount rate (1% movement)	126,943	(160,923)
Salary inflation (1% movement)	53,647	(46,806)
Post-retirement mortality (2% increase/2.1% decrease)	18,959	(19,401)
	199,549	(227,130)

The defined benefit plans are administered by the board of trustees. The board of trustees of the pension and provident funds are required by law to act in the best interests of the plan participants and is responsible for setting certain policies (e.g. investment, contribution and indexation policies) of the fund.

These defined benefit plans expose the University to actuarial risks, such as longevity risk, currency risk, interest rate risk and market (investment) risk.

Provident fund

The University's obligation towards the post-retirement provident fund benefits was actuarially calculated as at 31 December 2017 by ABSA Consultants and Actuaries and is disclosed in accordance with International Accounting Standard 19: Employee Benefits, as follows:-

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Notes to the Audited Consolidated Annual Financial Statements

	2017 R '000	2016 Restated * R '000	2015 Restated * R '000
5. Post-retirement obligations (continued)			
Consolidated statement of financial position			
Present value of funded obligations	(146,239)	(140,155)	(130,393)
Fair value of plan assets	153,318	136,279	139,503
Asset Ceiling	(7,079)	-	-
	-	(3,876)	9,110
Amount recognised in the net surplus			
Service cost	(12,427)	(9,756)	(10,398)
Net Interest	(378)	955	(3,613)
	(12,805)	(8,801)	(14,011)
Amount recognised in other comprehensive income			
Actuarial gains/(losses) on Plan Asset	3,471	(9,288)	871
Actuarial gains/(losses) on Plan Obligation	2,827	1,712	6,677
Asset Ceiling	(7,079)	-	-
	(781)	(7,576)	7,548
Reconciliation of movement in the obligation recognised in the consolidated statement of financial position			
Opening Balance	140,155	130,393	123,099
Interest Cost	13,458	13,116	10,545
Current Service Costs	12,427	12,501	13,154
Benefits paid	(16,974)	(14,143)	(9,728)
Re-Measurements Recognised In Other Comprehensive Income	(2,827)	(1,712)	(6,677)
	146,239	140,155	130,393
Reconciliation of movement in the asset recognised in the consolidated statement of financial position			
Opening Balance	136,279	139,503	81,568
Expected Return	13,080	14,071	6,932
Contributions	17,461	6,136	59,860
Benefits Paid	(16,973)	(14,143)	(9,728)
Re-Measurements Recognised In Other Comprehensive Income	3,471	(9,288)	871
Asset Ceiling	(7,079)	-	-
	146,239	136,279	139,503
Key Valuation Assumptions			
Pre-retirement discount rate	9.70 %	9.75 %	10.49 %
Expected return on assets	9.70 %	9.75 %	10.49 %
Salary Increase rate (excluding merit increases)	8.94 %	9.43 %	10.31 %
Pension Increase rate	4.51 %	4.83 %	5.40 %
General inflation rate	6.94 %	7.43 %	8.31 %
Post-retirement discount rate	4.96 %	4.70 %	4.83 %
Sensitivity analysis			
	Increase 2017	Decrease 2017	
Discount rate (1% movement)	(20,202)	25,456	
Salary inflation (1% movement)	8,111	(7,205)	
Post-retirement mortality (1.4% increase/1.5% decrease)	2,115	(2,188)	
	(9,976)	16,063	

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Notes to the Audited Consolidated Annual Financial Statements

	2017	2016	2015
	R '000	Restated *	Restated *
		R '000	R '000

5. Post-retirement obligations (continued)

Plan assets comprise:

	Pension fund 2017	Provident 2017	Pension fund 2016	Provident 2016
Listed equities	400,692	61,787	300,390	41,429
Capital market	192,372	29,284	182,319	34,070
International investments	225,264	29,590	178,845	17,171
Money market	134,561	21,158	157,142	37,068
Property market	43,857	11,499	49,486	6,541
	996,746	153,318	868,182	136,279

Medical Aid

The University's obligation towards the post-retirement medical aid obligation was actuarially calculated as at 31 December 2017 by van der Linden Actuaries and is disclosed in accordance with International Financial Reporting Standard 19: Employee Benefits, as follows:-

Consolidated Statement of Financial Position

Present value of funded obligations	98,017	92,877	79,901
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Amount recognised in the net surplus

Service cost	(1,548)	(1,282)	(1,537)
Net Interest	(8,608)	(8,146)	(7,054)
	(10,156)	(9,428)	(8,591)

Amount recognised in other comprehensive income

Actuarial gains/(losses) on Plan Obligation	(796)	(8,921)	7,944
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Reconciliation of movement in the obligation recognised in the consolidated statement of financial position

Opening Balance	92,877	79,901	83,928
Current Service Cost	1,548	1,282	1,537
Benefits Paid	(5,812)	(5,373)	(4,674)
Interest Cost	8,608	8,146	7,054
Re-measurement recognised in other comprehensive income	796	8,921	(7,944)
	98,017	92,877	79,901

Key Valuation Assumptions

Discount Rate	9.40 %	9.60 %	10.50 %
Medical inflation rate	6.70 %	6.90 %	7.00 %
Net discount rate	2.50 %	2.50 %	3.30 %
Members remaining after retirement	75.00 %	75.00 %	75.00 %

Sensitivity Analysis

	1% increase	Valuation basis	1% decrease
Employer's accrued liability	10,390	98,017	(8,822)
Employer's service and interest cost	1,200	10,156	(1,042)

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Notes to the Audited Consolidated Annual Financial Statements

	2017	2016	2015
	R '000	Restated *	Restated *
		R '000	R '000

6. Inventories

Stationery, technical stores and consumables	6,945	4,958	2,643
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Amounts recognised in profit or loss

Inventories recognised as an expense during the year ended 31 December 2017 amounted to R4.1 million (2016 – R3.9 million). These were included in Other operating expenses.

7. Student and other receivables

Student debtors	219,634	352,265	255,694
Less: allowance for impairment losses	(93,908)	(129,698)	(127,165)
Net student receivables	125,726	222,567	128,529
NSFAS and other bursaries receivable	152	152	1,484
Other receivables	16,967	7,403	20,317
	142,845	230,122	150,330

Student fee debt is non-interest bearing, and minimum payments are required on registration and on subsequent prescribed dates as published in the University's fee handbook. The portion of student debt, which is considered irrecoverable after taking into account the historical debt repayment due from NSFAS, is included in the allowance for impairment losses. The impairment takes into account the present value of future expected cash flows. The carrying amounts approximate the fair value.

The ageing of student debtors is as follows:

Students enrolled in current year	138,382	229,669	147,373
Students enrolled for prior years	81,252	122,596	108,321
Less: Provision for impairment	(93,908)	(129,698)	(127,165)
	125,726	222,567	128,529

Movement in the allowance for impairment of student and other debtors were as follows:

Balance at 1 January	129,698	127,165	112,719
Provision for student and other receivables	36,283	2,533	14,446
Receivables written off during the year	(72,073)	-	-
Balance at 31 December	93,908	129,698	127,165

8. Cash and cash equivalents

Cash and cash equivalents consist of:

Petty Cash	27	47	46
Cash at bank and on hand	85,324	53,040	28,454
Short-term bank deposits	1,172,512	838,715	806,694
Total cash and cash equivalents	1,257,863	891,802	835,194

The University has a credit and fleet card facility of R0.525 million and other facilities of R1.03 million, which are available, if required, to finance its short-term working capital needs. The overdraft rate, when applicable, is linked to the prevailing prime bank rate and at 31 December 2017 was 10.25% per annum (2016: 10.50%).

Interest is earned on call accounts and short-term notice deposits at current market rates. The weighted average interest rate for 2017 was 7.6%. Interest bearing available-for-sale financial assets earned interest at rates between 4 to 8 percent during 2016.

The cash at bank and short term bank deposits are held in institutions with a AA-rating. (Fitch Rating)

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Notes to the Audited Consolidated Annual Financial Statements

	2017	2016	2015
	R '000	Restated *	Restated *
		R '000	R '000

9. Deferred government grants

Government Grants of R299 million (2016: R85.3 million) were received in respect of improvements to the infrastructure of the University and other grant funding. This has been reflected as deferred income and will be recognised as income on a systematic and rational basis over the useful life of the asset.

Non-current liabilities	963,508	675,772	618,803
Current liabilities	53,618	46,493	37,842
	1,017,126	722,265	656,645

DHET grant funding

Utilised portion relating to Property, plant and equipment*	197,986	193,142	205,775
Phase 1 Pre-2014 Infrastructure	9,792	9,792	9,792
Phase 2 Main infrastructure project	477,989	445,073	410,039
Infrastructure and efficiency grant - Maintenance	32,473	36,078	-
Infrastructure and efficiency grant - 2016/17	175,633	-	-
Historically disadvantaged institutions - 2016/17	73,540	-	-
	967,413	684,085	625,606

*The portion of the grants that are utilised for the acquisition of Property, plant and equipment, forms part of the balance of Deferred government grants, and is amortised over the useful life of the asset.

Other grants

Trust Funds	6,015	3,027	3,115
National Research Fund	30,283	15,998	13,440
Research Development Grant	5,829	3,816	5,990
Teaching Development Grant	3,187	6,588	8,495
Clinical Training Grant	-	2,188	-
New Generation of Academics Grant	4,399	6,562	-
	49,713	38,179	31,040

Deferred government grants reconciliation

Opening net carrying amount	722,265	656,645	513,855
Grants received during the year	299,088	85,386	153,691
Interest earned	51,950	33,885	26,482
Grants realised	(56,177)	(53,651)	(37,383)
Closing net carrying amount	1,017,126	722,265	656,645

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Notes to the Audited Consolidated Annual Financial Statements

	2017 R '000	2016 Restated * R '000	2015 Restated * R '000
10. Borrowings			
10.1. Interest-bearing loans			
Non-current liabilities			
Development Bank of South Africa (DBSA) loan	24,506	24,636	28,825
Current liabilities			
Current portion of DBSA loan	2,336	4,371	2,185
Total non-current borrowings	26,842	29,007	31,010

The interest bearing borrowings reflect the balance owing on loans raised to finance capital development projects. The annual cost of interest and repayments are included in the consolidated statement of comprehensive income.

All non-current loans, are repayable bi-annually and the redemption date is 30 June 2027. Fixed effective interest rates vary between 5%-11.42% (2016:5%-11.42%).

The DBSA loan is secured in terms of a cession over a specific investment portfolio with a market value of R52.6 million (2016 - R48.4 million). The amount ceded to DBSA as outlined in the cession agreement is R48.9 million (2016 - R8.0 million) (refer to note 4).

In addition, the University has an undrawn loan facility of R51 million, which will be secured by a specific investment portfolio upon withdrawal.

11. Accounts payable and accrued liabilities

Creditors and accruals	63,230	76,643	49,576
Student deposits	79,153	52,764	45,224
Other payables	21,647	21,855	12,997
Total accounts payable and accrued liabilities	164,030	151,262	107,797

Student deposits was previously reported as a separate line item under Current Liabilities, but is now disclosed as part of Accounts payable and accrued liabilities. Refer to note 23.

Accounts payables and other accrued liabilities approximate fair value.

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Notes to the Audited Consolidated Annual Financial Statements

	2017	2016	2015
	R '000	Restated *	Restated *
		R '000	R '000

12. Employee benefits

Reconciliation of employee benefits - 2017

	Opening balance	Additions	Utilised during the year	Total
Leave pay accrual	54,452	21,558	(14,461)	61,549
Bonus accrual	8,543	28,437	(26,614)	10,366
	62,995	49,995	(41,075)	71,915

Reconciliation of employee benefits - 2016 (Restated *)

	Opening balance	Additions	Utilised during the year	Total
Leave pay accrual	50,084	14,924	(10,556)	54,452
Bonus accrual	6,634	24,753	(22,844)	8,543
	56,718	39,677	(33,400)	62,995

Reconciliation of employee benefits - 2015 (Restated *)

	Opening balance	Additions	Utilised during the year	Total
Leave pay accrual	41,038	24,954	(15,908)	50,084
Bonus accrual	6,851	18,228	(18,445)	6,634
	47,889	43,182	(34,353)	56,718

An accrual is made for the estimated liability for annual leave and annual bonus as a result of services rendered by professional, administrative and support staff up until the reporting date. As the University does not have the unconditional right to defer settlement of these liabilities for at least twelve months after the reporting date the liabilities are classified as being current.

13. Tuition and other fee income

	2017	2016
	R '000	Restated *
		R '000
Tuition and other fee income	380,272	361,446

An amount of R21,02 million (2016: Rnil) included in Tuition and other fee income was funding received by eligible students by means of a Fee Gap Grant bursary from Government.

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Notes to the Audited Consolidated Annual Financial Statements

	2017	2016		
	R '000	Restated * R '000		
14. Investment income and Finance costs				
Dividend income				
From investments in financial assets classified as available for sale:				
Listed investments - Local	7,632	5,688		
Interest income				
From investments in financial assets:				
Income from investments	52,324	43,471		
Realised gains on sale of investments	6,526	14,490		
Total interest income	58,850	57,961		
Total investment income	66,482	63,649		
Finance costs				
Interest: Borrowings	2,206	2,370		
Other interest paid	2,706	-		
Total finance costs	4,912	2,370		
15. Personnel costs				
	Academic Professional R '000	Other Personnel R '000		
Salaries and wages	236,943	102,566	339,509	342,286
Education subsidy	3,806	2,329	6,135	4,806
Leave pay expense	5,009	9,452	14,461	10,556
Bonus expense	14,554	12,060	26,614	34,472
Contributions to retirement funds	44,031	32,752	76,783	24,093
Total personnel costs	304,343	159,159	463,502	416,213
Average number of persons employed during the year:				
Full-time			1,031	829
Part-time			232	237
			1,263	1,066

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Notes to the Audited Consolidated Annual Financial Statements

	2017 R '000	2016 Restated * R '000
16. Other operating expenses		
Operating (loss) profit for the year is stated after charging the following, amongst others:		
Auditor's remuneration - external		
Audit fees	3,119	5,328
Auditor's remuneration - internal	3,674	7,874
Other		
Change in allowance for impairment of trade and other receivables	36,285	2,532
Research and development costs	15,227	14,953
Repair and maintenance expenditure	42,935	40,391
Books and periodicals	17,328	18,002
Other lease rentals:	-	-
Motor vehicles	2,492	4,723
Equipment	-	958
Legal Expenses	10,655	11,215
Security	13,154	19,302
17. Taxation		
The University of Zululand is exempt from South African normal taxation in terms of Section 10(1)(cA)(i) of the Income Tax Act and therefore no provision has been made for taxation.		
18. Contingent liabilities		
The University has provided guarantees in respect of housing loans for employees amounting to	-	973
The university has Litigation and Claims amounting to	4,909	-
The university has dispute with billing for services rendered amounting to	854	-
	5,763	973
19. Cash generated from operations		
Net (deficit)/surplus for the year	(34,936)	78,256
Adjustments for:		
Depreciation and amortisation	32,247	27,654
Dividend income	(7,632)	(5,688)
Interest income	(58,850)	(57,961)
Finance costs	4,912	2,370
Profit on sale of available for sale investments	(6,526)	(14,490)
Loss on sale of shares	3,640	2,616
Non cash post retirement cost	112,922	76,033
Post retirement contributions	(92,963)	(29,497)
Decrease/(increase) in post-retirement medical aid benefits and pension	(600)	(17,516)
Movements in employee benefits	8,919	6,277
Changes in working capital:		
(Increase)/decrease Inventories	(1,987)	(2,315)
(Increase)/decrease in receivables	87,277	(79,792)
Increase/(decrease) Accounts payable and accrued liabilities	12,768	43,465
Increase/(decrease) Deferred government grants	294,861	65,620
	354,052	95,032

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Notes to the Audited Consolidated Annual Financial Statements

	2017	2016	2015
	R '000	Restated * R '000	Restated * R '000

20. Financial instruments and Risk Management

Overview

The University's principal financial instruments comprise available-for-sale investments, current receivables in the form of student fee debtors, other receivables; cash and short-term bank deposits; interest-bearing borrowings and trade payables. Financial instruments are measured at fair value or amounts that approximate fair value (or as disclosed in the relevant notes).

The University Council has overall responsibility for the establishment and oversight of the University's risk profile. Council has established the Audit & Risk, Finance and other committees to develop, monitor and manage the University's risk management policies on its behalf and Executive management is responsible for implementing, managing and complying with selected risk management strategies. All potential risks are identified, evaluated and managed as appropriate. Risk management policies, systems and procedures are reviewed regularly to reflect changes in market conditions, the higher education sector and in the University's operating environment. The Chairpersons of the respective committees, the Vice-Chancellor and other members of Executive management report regularly to the Council on risk management activities and results. The University, through its training and management standards and procedures, aims to develop a disciplined and constructive control environment in which all employees, students and other stakeholders understand their roles and obligations.

The University's policies regarding insurance and risk cover are set and monitored by the Finance Committee. Likewise, decisions on the level of financial risk are taken by the Finance Committee and enforced by the University's Finance Division in terms of established limits by reference, in each case, to the particular transaction type, the monetary amounts and the counter-parties involved. Financial risks arising from the University's use of financial instruments include the following:

- Credit risk
- Liquidity risk
- Market risk

Credit risk

The University has no significant concentrations of credit risk. As a matter of policy, the University trades only with recognised, creditworthy third parties, who are subject to credit verification procedures including terms and conditions of trade specified by the University.

The University's credit risk exposure is represented primarily by the net aggregate balance of amounts receivable in respect of unpaid student fees and general receivables. Collateral measures include the withholding of examination results, denied re-admission after the first semester and the refusal to allow students in default of their financial obligations to register in the ensuing academic year unless a debt payment plan has been committed to. Debt collection procedures are applied as diligently as circumstances permit in such a way as to minimise risk.

The University provides for impairment losses in respect of student-related receivables (student fee debtors) and other receivables to the extent that these can be reliably and conservatively determined, having regard to the credit risk experience and payment history of the particular categories of debtors.

The carrying values of financial assets represent the maximum credit exposure. The maximum exposure to credit risk at the reporting date was:

Student and other receivables	142,845	230,122	150,330
Cash and cash equivalents	1,257,863	891,802	835,194
	1,400,708	1,121,924	985,524

Liquidity risk

The University manages its liquidity risk by monitoring its daily cash flow to ensure that surpluses are optimally invested and that adequate cash is available to meet its day-to-day operations in the short and medium-terms, based on rolling cash flow projections. The University adopts a diversified investment strategy with specified major financial institutions, each of which is required to be accredited by the Finance Committee, and has no significant concentration of credit risk with any single counter-party.

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Notes to the Audited Consolidated Annual Financial Statements

	2017	2016	2015
	R '000	Restated *	Restated *
	R '000	R '000	R '000

20. Financial instruments and Risk Management (continued)

The timing and cyclical nature of the University's cash inflows and outflows are such that liquidity problems are unlikely to arise. Furthermore, the University has access to funds through its short-term deposits and overdraft facilities in the event that any unforeseen event occurs.

Cash flow forecasts are prepared and adequate utilised borrowing facilities are monitored.

The table below analyses the University's financial liabilities and net-settled derivative financial liabilities into relevant maturity groupings based on the remaining period at the statement of financial position to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant.

The following are the contractual maturities of financial liabilities, including interest payments:

	Contractual cash flows R '000	Within 12 months R '000	1- 2 years R '000	2 - 5 years R '000	More than 5 years R '000	Carrying value
At 31 December 2017						
Interest-bearing borrowings	36,887	4,371	4,371	13,113	15,032	26,842
Accounts payable and accrued liabilities	164,030	164,030	-	-	-	164,030
Total	200,917	168,401	4,371	13,113	15,032	190,872
At 31 December 2016						
Interest-bearing borrowings	41,258	4,371	4,371	13,113	19,403	29,007
Accounts payable and accrued liabilities	151,262	151,262	-	-	-	151,262
	192,520	155,633	4,371	13,113	19,403	180,269
At 31 December 2015						
Interest-bearing borrowings	45,629	4,371	4,371	13,113	23,774	31,010
Accounts payable and accrued liabilities	107,797	107,797	-	-	-	107,797
	153,426	112,168	4,371	13,113	23,774	138,807

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Notes to the Audited Consolidated Annual Financial Statements

	2017 R '000	2016 Restated * R '000	2015 Restated * R '000
20. Financial instruments and Risk Management (continued)			
Interest rate risk			
The University's investments in fixed-rate debt securities and its fixed-rate borrowings are exposed to a risk of change in their fair value due to changes in interest rates. The University's investments in variable-rate debt securities and its variable-rate borrowings are exposed to a risk of change in cash flows due to changes in interest rates. Investments in equity securities and short-term receivables and payables are not exposed to interest rate risk.			
Fixed rate instruments			
Financial assets	108,895	152,856	135,252
Financial liabilities	26,842	29,007	31,010
	135,737	181,863	166,262
Floating rate instruments			
Financial assets	1,579,338	1,188,693	1,154,188
An increase/(decrease) of 100 basis points in the prime interest rate would decrease/(increase) the value of the University's fixed rate instruments by:	1,357	1,819	1,663
An increase/(decrease) of 100 basis points in the prime interest rate would decrease/(increase) the value of the University's floating rate instruments by:	15,793	11,887	11,542

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Notes to the Audited Consolidated Annual Financial Statements

	2017	2016	2015
		Restated *	Restated *
	R '000	R '000	R '000

20. Financial instruments and Risk Management (continued)

Market risk

The University is exposed to market risk on its investment portfolios. This risk is managed by selecting reputable portfolio managers who operate under defined mandates, which are designed to both limit the risk and also optimise the University's returns on these investments, having regard to the nature and purpose of the underlying funds. The performance of the respective fund managers are monitored closely by the Finance Committee and, in the case of the University Foundation, by the respective Boards of Trustees.

Financial assets and liabilities affected by interest rate fluctuations include bank deposits and short-term investments, as well as borrowings. Deposits comprise fixed notice and call account deposits. At the reporting date, these deposits were either accessible immediately or had maturity dates not exceeding twelve months. Interest rates earned on these deposits and other investments closely approximate prevailing market rates.

The University's borrowings used to finance its operations are at both fixed and variable rates of interest depending, in each case, on the nature and duration of the respective borrowings and the specific purpose for which such borrowings are required. The level of borrowings and, consequently, the debt servicing costs are closely monitored and controlled by the Finance Committee on behalf of Council, having regard to the prevailing, and projected, interest rates and the University's capacity to service such debt from future earnings.

Financial assets

Non-current assets

Available-for-sale investments (Note 4)
Notice deposits
Listed equities
Fixed income investments
International investments

Category

Available for sale
Available for sale
Available for sale
Available for sale

Current assets

Accounts receivable (note 7)
Cash and cash equivalents (note 8)

Loans and receivables
Loans and receivables

Financial liabilities

Non-current liabilities

Interest bearing borrowings (Note 10)

Category

Other financial liabilities

Current liabilities

Accounts payable and accrued liabilities (note 11)
Current interest-bearing borrowings (note 10)

Other financial liabilities
Other financial liabilities

Financial assets comprise the following:

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Notes to the Audited Consolidated Annual Financial Statements

	2017	2016	2015
	R '000	Restated *	Restated *
		R '000	R '000

20. Financial instruments and Risk Management (continued)

Financial assets comprise the following:

Non-Current portion of Available-for-sale investments	430,370	449,747	454,246
Current portion of Available-for-sale investments	96,362	86,008	72,053
Student and other receivables	142,845	230,122	150,330
Cash at bank and on hand	1,257,863	891,802	835,194
	1,927,440	1,657,679	1,511,823

Financial liabilities comprise the following:

Trade payable and accrued liabilities	164,030	151,262	107,797
Current portion of interest bearing borrowings	2,336	4,371	2,185
Non-current interest bearing borrowings	24,506	24,636	28,825
	190,872	180,269	138,807

Interest bearing available-for-sale financial assets, with a carrying amount of R108.9 million (2016: R152.9 million), mature as follows:

RSA R203 8.25%	within the next 3 years
RSA R208 6.75%	within the next 4 years
SHP 6.5% ZAR	within the next 4 years
RSA R186 10.5%	within the next 5 years

Categories of financial income and expenses

Financial assets

Recognised in profit and loss

Interest on financial assets	52,324	43,471	36,706
Dividends on available for sale financial assets	7,632	5,688	5,798
Other income on available for sale financial assets	6,526	14,490	10,978
	66,482	63,649	53,482

Recognised in Other comprehensive income

Net change in the fair value of available for sale financial assets	18,129	(12,588)	54,515
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Financial liabilities

Recognised in profit and loss

Finance costs	(4,912)	(2,370)	(2,506)
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Currency risk

The University's exposure to foreign currency risk was as follows:

Foreign Currency	Average rate during year			Spot rate at reporting date		
	2017 R / US\$	2016 R / US\$	2015 R / US\$	2017 R / US\$	2016 R / US\$	2015 R / US\$
United States Dollar	13.32	14.71	12.76	12.41	13.61	15.57

Sensitivity analysis

A 10% strengthening / (weakening) of the US Dollar at 31 December would have increased / (decreased) international investments and, correspondingly, the net surplus for the year, as follows:

384	441
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University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Notes to the Audited Consolidated Annual Financial Statements

	2017	2016	2015
	R '000	Restated *	Restated *
	R '000	R '000	R '000

20. Financial instruments and Risk Management (continued)

Fair values

The carrying value of all financial instruments approximate their fair value.

Basis for determining fair values

The following summarises the significant methods and assumptions used in estimating the fair values of the financial instruments reflected in the table above.

Available for sale financial assets

Available for sale financial assets are measured at fair value, which is calculated by reference to share exchange quoted selling prices at the close of business on the reporting date.

Cash and cash equivalents

The fair value of cash and cash equivalents is deemed to be the face value of such cash and equivalent financial assets.

Student fee receivables and other receivables

The fair value of receivables is estimated as the present value of future cash flows, discounted at the market rate of interest at the reporting date when the effect of discounting is considered significant. Receivables that are likely to be irrecoverable are estimated and impairment losses are raised, based on a review of outstanding amounts at year-end. Actual bad debts are written off through the statement of comprehensive income during the year in which they are identified.

Accounting classifications and fair values

Fair value hierarchy

The table below analysis financial instruments measured at fair value, or items for which the disclosure of fair value is required, by valuation method. Refer to the respective notes for reconciliation of the level 3 fair values.

2017	Level 1 R'000	Level 2 R'000	Level 3 R'000	Total
Financial assets				
Available for sale investments	526,732	-	-	526,732
Student and other receivables	142,845	-	-	142,845
Cash and cash equivalents	1,257,863	-	-	1,257,863
Non-Financial assets				
Land and buildings	-	115,279	987,321	1,102,600
	1,927,440	115,279	987,321	3,030,040
2017	Level 1 R'000	Level 2 R'000	Level 3 R'000	Total
Financial liabilities				
Accounts payable and accrued liabilities	164,030	-	-	164,030
Interest bearing borrowing	26,842	-	-	26,842
	190,872	-	-	190,872

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Notes to the Audited Consolidated Annual Financial Statements

	2017 R '000	2016 Restated * R '000	2015 Restated * R '000	
20. Financial instruments and Risk Management (continued)				
2016	Level 1 R'000	Level 2 R'000	Level 3 R'000	Total
Financial assets				
Available for sale investments	535,755	-	-	535,755
Student and other receivables	230,122	-	-	230,122
Cash and cash equivalents	891,802	-	-	891,802
Non-financial assets				
Land and buildings	-	111,805	925,330	1,037,135
	1,657,679	111,805	925,330	2,694,814
2016	Level 1 R'000	Level 2 R'000	Level 3 R'000	Total
Financial liabilities				
Accounts payable and accrued liabilities	151,262	-	-	151,262
Interest bearing borrowing	29,007	-	-	29,007
	180,269	-	-	180,269
2015	Level 1 R'000	Level 2 R'000	Level 3 R'000	Total
Financial assets				
Available for sale investments	526,299	-	-	526,299
Student and other receivables	150,330	-	-	150,330
Cash and cash equivalents	835,194	-	-	835,194
Non-financial assets				
Land and buildings	-	26,718	967,012	993,730
	1,511,823	26,718	967,012	2,505,553
2015	Level 1 R'000	Level 2 R'000	Level 3 R'000	Total
Financial liabilities				
Accounts payable and accrued liabilities	107,797	-	-	107,797
Interest-bearing borrowings	31,010	-	-	31,010
	138,807	-	-	138,807

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Notes to the Audited Consolidated Annual Financial Statements

	2017	2016	2015
	R '000	Restated *	Restated *
		R '000	R '000

21. Related parties

Due to the nature of the University's operations and the diverse composition of its stakeholders, the Council takes particular care to avoid conflicts of interest and, accordingly, has adopted a policy requiring declarations of any interests – actual or potential – by members of Council and of its committees. In terms of this policy, transactions with third parties in which a Council or committee member has a direct or fiduciary interest are required to be disclosed and, consequently, must be entered into at arm's length and be in accordance with approved procurement policy. During the year under review and subsequently, no material transactions were identified with third parties controlled by one or more members of the Council. There were also no material contracts entered into with Executive management or third parties controlled by one or more members of the Executive management during the year under review. As mentioned in the report of the external auditors a formal conflict of interest assessment has not been done for all other employees of the University as required by Higher Education Act 101 of 1997. This will be addressed by implementing a requirement for an annual declaration of interest by all employees.

Relationship

Subsidiary

University of Zululand Foundation

Related party balances

Inter-company balances between the University of Zululand and University of Zululand Foundation have been eliminated on consolidation.

Related party transactions

Bursaries paid to University of Zululand students

University of Zululand Foundation	(8,572)	(12)
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22. Going concern and subsequent events

Based on the operating results for the past three years, current cash levels and forecasts management and Council have no reason to believe that the University will not be able to continue with its core business in the foreseeable future.

A decision has been taken to dissolve the UNIZULU Foundation as a separate entity and to integrate the activities, staff as well as assets and liabilities of the UNIZULU Foundation into that of the University of Zululand. The timing of the practical implementation of this decision is still not certain but might be within 12 months after the financial year end.

23. Reclassification

These reclassifications had no impact on the reported funds and liabilities in the prior year.

23.1 Funds

In the prior period the Designated institutional reserve was incorrectly classified as Restricted funds instead of Council controlled funds. Further to this the Property, plant and equipment (PPE) fund was incorrectly classified as Non-distributable funds instead of Council controlled funds.

The category of Restricted funds designated for specific activities was reclassified as Restricted Funds while the category of Unrestricted funds was reclassified as Council controlled funds. Designated institutional reserve is renamed to Designated institutional fund.

23.2 Student deposits

Student deposits was previously reported as a separate line item under Current Liabilities, but is now disclosed as part of Accounts payable and accrued liabilities. Refer to note 11.

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Notes to the Audited Consolidated Annual Financial Statements

24. Payments for attendance at meetings of council and its committee

Remuneration paid for attendance at meetings of the University Council and its committees by external, non-executive members is disclosed below. The agenda and minutes of these meetings can be obtained at the University.

	2017 R '000	2016 R '000
Mr RH Clarkson	3	-
Prof BC Dumisa	5	8
Mr E J B Dube	33	18
Ms PN Maphoshe	23	40
Mr DS Kunji behari	20	28
Mr CV Gamede	13	3
Mr SB Xulu	3	-
Dr SZ Mbokazi	28	34
Mr CRM Saunders	9	-
Dr TT Khanyile	7	-
Prof JF Smith	6	-
Mr. TC Ngcobo	16	-
GI Sibiya	-	2
MDD Gevers	-	5
	166	138

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Notes to the Audited Consolidated Annual Financial Statements

25. Remuneration of executive management

The following disclosure relates to the compensation paid to members of the Executive management team of the University for the year ended 31 December 2017 as defined in the statute of the University. Remuneration is based on the cost of employment and comprises total cost to the University.

2017	Dates / Periods of appointment	Basic remuneration	Post- employment benefits	Other benefits	Total
Prof XA Mtose (Vice-Chancellor and Principal)		2,802	701	668	4,171
Prof SP Songca (Deputy Vice-Chancellor : Teaching and Learning)		2,172	-	428	2,600
Prof GFD De Wet (Deputy Vice-Chancellor : Research & Innovation)		1,981	505	437	2,923
Prof NW Garrod (Deputy Vice-Chancellor : Institutional Support)	Resigned 31 July 2017	1,237	-	659	1,896
Mr RT Ngcobo (Executive Director : Human Resources)		1,850	-	449	2,299
Prof MO Ndwandwe (Executive Director : Richards Bay Campus)		1,558	172	205	1,935
Mrs N Gevers (Acting Executive Director : Finance)	Resigned 31 March 2017	591	-	26	617
Mr Z Mzimela (Executive Director : Finance)	Appointed 01 March 2017	1,735	-	212	1,947
Mr NO Cele (Executive Director : Institutional Planning)		1,659	407	368	2,434
Mr DE Janse Van Rensburg (Registrar)		1,716	421	471	2,608
		17,301	2,206	3,923	23,430

2016

	Dates / Periods of appointment	Basic remuneration	Post- employment benefits	Other benefits	Total
Prof XA Mtose (Vice-Chancellor and Principal)		2,331	218	598	3,147
Prof SP Songca (Deputy Vice-Chancellor : Teaching and Learning)		836	38	52	926
Prof GFD De Wet (Deputy Vice-Chancellor : Research & Innovation)		749	83	102	934
Prof NW Garrod (Deputy Vice-Chancellor : Institutional Support)		1,901	-	1,047	2,948
Mr RT Ngcobo (Executive Director : Human Resources)		1,618	-	269	1,887
Prof MO Ndwandwe (Executive Director : Richards Bay Campus)		1,278	139	353	1,770
Mr NO Cele (Executive Director : Institutional Planning)	Appointed 01 June 2016	933	95	121	1,149
Mr DE Janse Van Rensburg (Registrar)		1,517	140	296	1,953
Mrs N Gevers (Acting Executive Director : Finance)	Appointed 01 May 2016	1,011	-	56	1,067
Mrs J Naicker (Executive Director : Finance)	Resigned 30 June 2016	899	-	99	998
		13,073	713	2,993	16,779

Notes to the Audited Consolidated Annual Financial Statements

26. New Standards and Interpretations

Amendments to IAS 7: Disclosure initiative

The amendment requires entities to provide additional disclosures for changes in liabilities arising from financing activities. Specifically, entities are now required to provide disclosure of the following changes in liabilities arising from financing activities:

- changes from financing cash flows;
- changes arising from obtaining or losing control of subsidiaries or other businesses;
- the effect of changes in foreign exchanges;
- changes in fair values; and
- other changes.

The effective date of the amendment is for years beginning on or after 01 January 2017.

The university has adopted the amendment for the first time in the 2017 audited consolidated annual financial statements.

The impact of the amendment is not material.

IFRS 16 Leases

IFRS 16 Leases is a new standard which replaces IAS 17 Leases, and introduces a single lessee accounting model. The main changes arising from the issue of IFRS 16 which are likely to impact the university are as follows:

university as lessee:

- Lessees are required to recognise a right-of-use asset and a lease liability for all leases, except short term leases or leases where the underlying asset has a low value, which are expensed on a straight line or other systematic basis.
- The cost of the right-of-use asset includes, where appropriate, the initial amount of the lease liability; lease payments made prior to commencement of the lease less incentives received; initial direct costs of the lessee; and an estimate for any provision for dismantling, restoration and removal related to the underlying asset.
- The lease liability takes into consideration, where appropriate, fixed and variable lease payments; residual value guarantees to be made by the lessee; exercise price of purchase options; and payments of penalties for terminating the lease.
- The right-of-use asset is subsequently measured on the cost model at cost less accumulated depreciation and impairment and adjusted for any re-measurement of the lease liability. However, right-of-use assets are measured at fair value when they meet the definition of investment property and all other investment property is accounted for on the fair value model. If a right-of-use asset relates to a class of property, plant and equipment which is measured on the revaluation model, then that right-of-use asset may be measured on the revaluation model.
- The lease liability is subsequently increased by interest, reduced by lease payments and re-measured for reassessments or modifications.
- Re-measurements of lease liabilities are affected against right-of-use assets, unless the assets have been reduced to nil, in which case further adjustments are recognised in profit or loss.
- The lease liability is re-measured by discounting revised payments at a revised rate when there is a change in the lease term or a change in the assessment of an option to purchase the underlying asset.
- The lease liability is re-measured by discounting revised lease payments at the original discount rate when there is a change in the amounts expected to be paid in a residual value guarantee or when there is a change in future payments because of a change in index or rate used to determine those payments.
- Certain lease modifications are accounted for as separate leases. When lease modifications which decrease the scope of the lease are not required to be accounted for as separate leases, then the lessee re-measures the lease liability by decreasing the carrying amount of the right of lease asset to reflect the full or partial termination of the lease. Any gain or loss relating to the full or partial termination of the lease is recognised in profit or loss. For all other lease modifications which are not required to be accounted for as separate leases, the lessee re-measures the lease liability by making a corresponding adjustment to the right-of-use asset.
- Right-of-use assets and lease liabilities should be presented separately from other assets and liabilities. If not, then the line item in which they are included must be disclosed. This does not apply to right-of-use assets meeting the definition of investment property which must be presented within investment property. IFRS 16 contains different disclosure requirements compared to IAS 17 leases.

university as lessor:

- Accounting for leases by lessors remains similar to the employee benefits of IAS 17 in that leases are classified as either finance leases or operating leases. Lease classification is reassessed only if there has been a modification.
- A modification is required to be accounted for as a separate lease if it both increases the scope of the lease by adding the right to use one or more underlying assets; and the increase in consideration is commensurate to the stand alone price of the increase in scope.

Notes to the Audited Consolidated Annual Financial Statements

26. New Standards and Interpretations (continued)

- If a finance lease is modified, and the modification would not qualify as a separate lease, but the lease would have been an operating lease if the modification was in effect from inception, then the modification is accounted for as a separate lease. In addition, the carrying amount of the underlying asset shall be measured as the net investment in the lease immediately before the effective date of the modification. IFRS 9 is applied to all other modifications not required to be treated as a separate lease.
- Modifications to operating leases are required to be accounted for as new leases from the effective date of the modification. Changes have also been made to the disclosure requirements of leases in the lessor's financial statements.

Sale and leaseback transactions:

- In the event of a sale and leaseback transaction, the requirements of IFRS 15 are applied to consider whether a performance obligation is satisfied to determine whether the transfer of the asset is accounted for as the sale of an asset.
- If the transfer meets the requirements to be recognised as a sale, the seller-lessee must measure the new right-of-use asset at the proportion of the previous carrying amount of the asset that relates to the right-of-use retained. The buyer-lessor accounts for the purchase by applying applicable standards and for the lease by applying IFRS 16.
- If the fair value of consideration for the sale is not equal to the fair value of the asset, then IFRS 16 requires adjustments to be made to the sale proceeds. When the transfer of the asset is not a sale, then the seller-lessee continues to recognise the transferred asset and recognises a financial liability equal to the transfer proceeds. The buyer-lessor recognises a financial asset equal to the transfer proceeds.

The effective date of the standard is for years beginning on or after 01 January 2019.

The university expects to adopt the standard for the first time in the 2019 consolidated annual financial statements.

The university is in the process of assessing this standard but has not yet determined the impact that it will hold on the university's financial statements.

Amendments to IFRS 15: Clarifications to IFRS 15 Revenue from Contracts with Customers

The amendment provides clarification and further guidance regarding certain issues in IFRS 15. These items include guidance in assessing whether promises to transfer goods or services are separately identifiable; guidance regarding agent versus principal considerations; and guidance regarding licenses and royalties.

The effective date of the amendment is for years beginning on or after 01 January 2018.

The university expects to adopt the amendment for the first time in the 2018 consolidated annual financial statements.

The university is in the process of assessing this standard but has not yet determined the impact that it will hold on the university's financial statements.

IFRS 9 Financial Instruments

IFRS 9 issued in November 2009 introduced new requirements for the classification and measurements of financial assets. IFRS 9 was subsequently amended in October 2010 to include requirements for the classification and measurement of financial liabilities and for derecognition, and in November 2013 to include the new requirements for general hedge accounting. Another revised version of IFRS 9 was issued in July 2014 mainly to include a) impairment requirements for financial assets and b) limited amendments to the classification and measurement requirements by introducing a "fair value through other comprehensive income" (FVTOCI) measurement category for certain simple debt instruments.

Key requirements of IFRS 9:

- All recognised financial assets that are within the scope of IAS 39 Financial Instruments: Recognition and Measurement are required to be subsequently measured at amortised cost or fair value. Specifically, debt investments that are held within a business model whose objective is to collect the contractual cash flows, and that have contractual cash flows that are solely payments of principal and interest on the outstanding principal are generally measured at amortised cost at the end of subsequent reporting periods. Debt instruments that are held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets, and that have contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on outstanding principal, are measured at FVTOCI. All other debt and funds investments are measured at fair value at the end of subsequent reporting periods. In addition, under IFRS 9, entities may make an irrevocable election to present subsequent changes in the fair value of an funds investment (that is not held for trading) in other comprehensive income with only dividend income generally recognised in profit or loss.

Notes to the Audited Consolidated Annual Financial Statements

26. New Standards and Interpretations (continued)

- With regard to the measurement of financial liabilities designated as at fair value through profit or loss, IFRS 9 requires that the amount of change in the fair value of the financial liability that is attributable to changes in the credit risk of the liability is presented in other comprehensive income, unless the recognition of the effect of the changes of the liability's credit risk in other comprehensive income would create or enlarge an accounting mismatch in profit or loss. Under IAS 39, the entire amount of the change in fair value of a financial liability designated as at fair value through profit or loss is presented in profit or loss.
- In relation to the impairment of financial assets, IFRS 9 requires an expected credit loss model, as opposed to an incurred credit loss model under IAS 39. The expected credit loss model requires an entity to account for expected credit losses and changes in those expected credit losses at each reporting date to reflect changes in credit risk since initial recognition. It is therefore no longer necessary for a credit event to have occurred before credit losses are recognised.
- The new general hedge accounting requirements retain the three types of hedge accounting mechanisms currently available in IAS 39. Under IFRS 9, greater flexibility has been introduced to the types of transactions eligible for hedge accounting, specifically broadening the types of instruments that qualify for hedging instruments and the types of risk components of non-financial items that are eligible for hedge accounting. In addition, the effectiveness test has been replaced with the principal of an "economic relationship". Retrospective assessment of hedge effectiveness is also no longer required. Enhanced disclosure requirements about an entity's risk management activities have also been introduced.

The effective date of the standard is for years beginning on or after 01 January 2018.

The university expects to adopt the standard for the first time in the 2018 consolidated annual financial statements.

The university is in the process of assessing this standard but has not yet determined the impact that it will hold on the university's financial statements.

IFRS 15 Revenue from Contracts with Customers

IFRS 15 supersedes IAS 11 Construction contracts; IAS 18 Revenue; IFRIC 13 Customer Loyalty Programmes; IFRIC 15 Agreements for the construction of Real Estate; IFRIC 18 Transfers of Assets from Customers and SIC 31 Revenue - Barter Transactions Involving Advertising Services.

The core principle of IFRS 15 is that an entity recognises revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. An entity recognises revenue in accordance with that core principle by applying the following steps:

- Identify the contract(s) with a customer
- Identify the performance obligations in the contract
- Determine the transaction price
- Allocate the transaction price to the performance obligations in the contract
- Recognise revenue when (or as) the entity satisfies a performance obligation.

IFRS 15 also includes extensive new disclosure requirements.

The effective date of the standard is for years beginning on or after 01 January 2018.

The university expects to adopt the standard for the first time in the 2018 consolidated annual financial statements.

The university is in the process of assessing this standard but has not yet determined the impact that it will hold on the university's financial statements.

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Notes to the Audited Consolidated Annual Financial Statements

	2017	2016	2015
	R '000	Restated *	Restated *
		R '000	R '000

27. Commitments

At the reporting date, the budget for the following expenditure was approved but not recognised in the consolidated annual financial statements as it was not yet contracted for:

University funded Property, plant and equipment

University capital budget	37,580	200,088	104,227
University contribution to DHET grants	62,217	62,217	62,217
	99,797	262,305	166,444

Grants funded by the Department of Higher Education and Training (DHET)

Phase 2 Main infrastructure project	477,989	445,073	410,039
Phase 1 Pre-2014 Infrastructure	9,792	9,792	9,792
Infrastructure and efficiency grant - 2016/17	175,633	-	-
Historically disadvantaged institutions - 2016/17	73,540	-	-
	736,954	454,865	419,831

At the reporting date, the following amounts were approved and contracted for but not recognised in the consolidated annual financial statements as no cost was incurred:

Approved and contracted for	6,867	20,768	14,911
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University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Notes to the Audited Consolidated Annual Financial Statements

	2017	2016	2015
	R '000	Restated *	Restated *
		R '000	R '000

28. Prior period errors

The correction of prior period errors resulted in the following adjustments:

28.1 Intangible Assets included in Property, Plant and Equipment

Intangible assets were incorrectly included in Data & computer equipment and reflected under Property, plant and equipment.

Consolidated Statement of Financial Position

Increase in Intangible assets	-	10,664	12,078
Decrease in Property, plant and equipment	-	(6,155)	(9,029)
Increase in Accumulated Council-controlled funds	-	(3,048)	(1,588)
	-	1,461	1,461

Consolidated Statement of Comprehensive Income

Decrease in Depreciation	-	2,875	2,875
Increase in Amortisation	-	(1,414)	(1,414)
	-	1,461	1,461

28.2 Unallocated Student deposits reclassified from payables to receivables

Unallocated student deposits were reclassified from Accounts payable and accrued liabilities to Student and other receivables.

Consolidated Statement of Financial Position

Increase/(Decrease) in Student and other receivables	-	9,341	3,481
Increase in Accounts payable and accrued liabilities	-	(9,341)	(3,481)
	-	-	-

28.3 Patent costs incorrectly expensed

Costs relating to registered patents were incorrectly expensed in prior period. In addition, no National Intellectual Property Management Office(NIPMO) rebates were recognised as a receivable.

Consolidated Statement of Financial Position

Increase in Intangible Assets	-	127	-
Increase in Student and other receivables	-	127	-
	-	254	-

Consolidated Statement of Comprehensive Income

Decrease in Operating Expenses	-	254	-
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28.4 Bonus provision not recorded

The bonus accrual reflected under Employee benefits was not recorded in the records of the UNIZULU Foundation, but in those of the University.

Consolidated Statement of Financial Position

Increase in Accumulated Council-controlled funds	-	(48)	(39)
Decrease in UNIZULU Foundation funds	-	48	39
	-	-	-

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Notes to the Audited Consolidated Annual Financial Statements

	2017 R '000	2016 Restated * R '000	2015 Restated * R '000
28. Prior period errors (continued)			
28.5 Provision for leave not recorded			
The leave pay accrual reflected under Employee benefits was not recorded in the records of the UNIZULU Foundation but in those of the University.			
Consolidated Statement of Financial Position			
Increase in Accumulated Council-controlled funds	-	(230)	(110)
Decrease in UNIZULU Foundation funds	-	230	110
	-	-	-
28.6 Prior period error incorrectly accounted for			
In 2016 a prior period error occurred due to the fact that IAS16 was not applied in prior periods as an annual assessment of useful lives was not done. However, the cumulative adjustment was solely applied in 2016 instead of a retrospective adjustment. This was confirmed by carefully reconciling the fixed asset register and financial system.			
Consolidated Statement of Financial Position			
Increase/(Decrease) in Property, plant and equipment	-	(14,326)	9,250
(Increase)/Decrease in UNIZULU Foundation funds	-	(185)	(94)
(Increase)/Decrease in Accumulated Council-controlled funds	-	(9,065)	(4,118)
	-	(23,576)	5,038
Consolidated Statement of Comprehensive Income			
(Increase)/Decrease in Depreciation	-	(23,388)	5,157
(Increase)/Decrease in Minor capital items expensed	-	(188)	(119)
	-	(23,576)	5,038
28.7 Incorrect Funds used			
Expenditure incurred in prior periods was charged to council controlled funds instead of designated funds.			
Consolidated Statement of Financial Position			
(Increase)/Decrease in DHET, Trusts, and Research funds	-	1,644	112
(Increase)/Decrease in Accumulated Council-controlled funds	-	(1,644)	(112)
	-	-	-
28.8 Fair value adjustment incorrectly done on University property			
A revaluation of all properties that belong to the university was done by an independent valuer in 2016. This resulted in an error whereby an incorrect valuation value was applied to a specific building, which was corrected by applying the correct value.			
Consolidated Statement of Financial Position			
Increase in Property, plant and equipment	-	1,639	-
Increase in Accumulated Council-Controlled Funds	-	(36)	-
	-	1,603	-
Consolidated Statement of Comprehensive Income			
Increase in Depreciation	-	(36)	-
Increase in Revaluation of Land and Buildings	-	1,639	-
	-	1,603	-

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Notes to the Audited Consolidated Annual Financial Statements

	2017 R '000	2016 Restated * R '000	2015 Restated * R '000
28. Prior period errors (continued)			
28.9 Government grant received to acquire Property, plant and equipment was not deferred.			
Government grant received and utilised for acquisition of Property, plant and equipment were not deferred.			
Consolidated Statement of Financial Position			
Increase in Deferred Government Grants	-	(4,521)	-
Consolidated Statement of Comprehensive Income			
Decrease in Private gifts, grants and donations	-	(4,521)	-
28.10 Accounts payable and accrued liabilities not reclassified to payables			
Credit balances from an Account in Accumulated council-controlled funds, were reclassified to Accounts payable and accrued liabilities.			
Consolidated Statement of Financial Position			
Increase in Accounts payable and accrued liabilities	-	(2,105)	(2,105)
(Increase/Decrease in Accumulated Council-controlled funds	-	2,105	2,105
	-	-	-
28.11 State appropriations - Subsidies / grants incorrectly recorded as Private gifts, grants and donations			
Grants received from DHET were incorrectly reflected under Private gifts, grants and donations.			
Consolidated Statement of Comprehensive Income			
Decrease in Private gifts, grants and donations	-	(1,368)	-
Increase in State appropriations - Subsidies and grants	-	1,368	-
	-	-	-
28.12 Properties not in the name of the University incorrectly Capitalised			
Properties (houses) owned by the Department of Public works of which the university had right of use, were incorrectly recognised in the asset register of the University.			
Consolidated Statement of Financial Position			
Decrease in Property, plant and equipment	-	(5,573)	(968)
Decrease in Accumulated Council-controlled funds	-	540	935
	-	(5,033)	(33)
Consolidated Statement of Comprehensive Income			
Decrease in Depreciation	-	157	122
Decrease in Revaluation Surplus	-	(5,190)	-
Increase in Operating Expenses	-	-	(155)
	-	(5,033)	(33)

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Notes to the Audited Consolidated Annual Financial Statements

	2017 R '000	2016 Restated * R '000	2015 Restated * R '000
28. Prior period errors (continued)			
28.13 Assets below R15 000 incorrectly capitalised.			
According to the accounting policy only assets above the threshold of R15 000 are capitalised. During the prior period some assets were incorrectly capitalised.			
Consolidated Statement of Financial Position			
Decrease in Property, plant and equipment	-	(7,887)	-
Consolidated Statement of Comprehensive Income			
Increase in Operating expenses	-	(1,885)	-
Increase in Minor capital items expensed	-	(6,002)	-
	-	(7,887)	-
28.14 Property, plant and equipment not revalued in prior period			
During the 2015 financial year a valuation of properties owned by the University was done. However, some properties were incorrectly omitted. In 2016 financial year a thorough valuation of properties was conducted by an independent property valuer. To correct this, the 2016 valuation assumptions were used to reflect fair values for 2015.			
Consolidated Statement of Financial Position			
Increase/(Decrease) in Property, plant and equipment	-	-	3,237
(Increase)/Decrease in Revaluation reserve	-	(3,237)	-
	-	(3,237)	3,237
Consolidated Statement of Comprehensive Income			
(Decrease)/Increase in Revaluation Surplus	-	(3,237)	3,237
28.15 Impairment of an asset not recognised			
An asset that was destroyed by fire in the 2015 financial year was devalued and a devaluation was recognised instead of recognising an impairment loss.			
Consolidated Statement of Financial Position			
(Increase)/Decrease in Auxiliary student/services funds	-	2,028	-
(Increase)/Decrease in Revaluation reserve	-	(2,028)	-
	-	-	-
Consolidated Statement of Comprehensive Income			
Increase in Operating expenses	-	-	(2,028)
Increase in Revaluation Surplus	-	-	2,028
	-	-	-

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Notes to the Audited Consolidated Annual Financial Statements

	2017 R '000	2016 Restated * R '000	2015 Restated * R '000
28. Prior period errors (continued)			
28.16 Prior period error incorrectly accounted for			
In 2016 a prior period error occurred due to the fact that IAS16 was not applied in prior periods as an annual assessment of useful lives was not done. However, certain assets in the fixed assets register were omitted when the adjustment was effected in 2016.			
Consolidated Statement of Financial Position			
Increase/(Decrease) in Property, plant and equipment	-	5,272	6,176
(Increase)/Decrease in Accumulated Council-controlled funds	-	(6,176)	(6,292)
	-	(904)	(116)
Consolidated Statement of Comprehensive Income			
Increase in Depreciation	-	(904)	(116)
28.17 Transfers to/from Property, plant and equipment (PPE) Fund not recorded			
The balance of the Property, plant and equipment (PPE) Fund was not reconciled to Property, plant and equipment at the end of each financial year.			
Consolidated Statement of Financial Position			
(Increase)/Decrease in Property, plant and equipment (PPE) Fund	-	57,232	142,304
(Increase)/Decrease in Accumulated Council-controlled funds	-	(57,232)	(142,304)
	-	-	-
28.18 Inappropriate fair value calculated by property valuer			
The rate per square metre used by the property valuer in arriving at fair value of a building was overstated and resulted in fair value of the property being misstated.			
Consolidated Statement of Financial Position			
Increase/(Decrease) in Property, plant and equipment	-	(19,299)	-
Consolidated Statement of Comprehensive Income			
Decrease in Depreciation	-	386	-
Decrease in Revaluation Surplus	-	(19,685)	-
	-	(19,299)	-
28.19 Unspent government grant not deferred			
Unspent Government grants received in prior periods were incorrectly not deferred.			
Consolidated Statement of Financial Position			
(Increase)/Decrease in Deferred government grants	-	(19,154)	(14,485)
(Increase)/Decrease in DHET, Trusts, and Research funds	-	14,485	12,435
	-	(4,669)	(2,050)
Consolidated Statement of Comprehensive Income			
Decrease in State appropriations - Subsidies and grants	-	(4,669)	(2,050)

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Notes to the Audited Consolidated Annual Financial Statements

	2017 R '000	2016 Restated * R '000	2015 Restated * R '000
28. Prior period errors (continued)			
28.20 Other receivables incorrectly accounted for			
Other receivables incorrectly accounted for due to payments received incorrectly recognised as income instead of reducing the applicable debtor as well as prepayments not reclassified to expenses.			
Consolidated Statement of Financial Position			
Increase/(Decrease) in Student and other receivables	-	(5,291)	(4,293)
(Increase)/Decrease in Accumulated Council-controlled funds	-	3,248	3,248
(Increase)/Decrease in Auxiliary student/services funds	-	1,045	1,045
	-	(998)	-
Consolidated Statement of Comprehensive Income			
Increase in Operating expenses	-	(998)	-
28.21 Fair value for 2015 property valuation misstated			
During the 2015 financial year a valuation of properties owned by the University was done. However, the rate per square meter of some properties were materially different from the 2016 valuation. In 2016 financial year a thorough valuation of properties was conducted by an independent property valuer. To correct this, the 2016 valuation assumptions were used to reflect fair values for 2015.			
Consolidated Statement of Financial Position			
Increase/(Decrease) in Property, plant and equipment	-	-	188,930
(Increase)/Decrease in Revaluation reserve	-	(194,155)	-
	-	(194,155)	188,930
Consolidated Statement of Comprehensive Income			
Increase in Depreciation	-	-	(5,225)
(Decrease)/Increase in Revaluation Surplus	-	(194,155)	194,155
	-	(194,155)	188,930
28.22 Short-term investments reclassified to cash and cash equivalents			
Short-term investments were reclassified to Cash and cash equivalents.			
Consolidated Statement of Financial Position			
Decrease in Short-term investments	-	(838,715)	(806,694)
Increase in Cash and cash equivalents	-	838,715	806,694
	-	-	-

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Notes to the Audited Consolidated Annual Financial Statements

	2017 R '000	2016 Restated * R '000	2015 Restated * R '000
28. Prior period errors (continued)			
28.23 Bursary awards to students not recorded			
Bursary awards to students were not recorded as an expense in prior periods.			
Consolidated Statement of Financial Position			
Increase/(Decrease) in Student and other receivables	-	(3,653)	(1,200)
(Increase)/Decrease in Accumulated Council-controlled funds	-	1,200	-
	-	(2,453)	(1,200)
Consolidated Statement of Comprehensive Income			
Increase in Operating expenses	-	(2,453)	(1,200)
28.24 Interest earned on Short-term Investments not recorded			
Interest earned on short-term investments was not accrued for.			
Consolidated Statement of Financial Position			
Increase/(Decrease) in Student and other receivables	-	250	-
Consolidated Statement of Comprehensive Income			
Increase in investment income	-	250	-
28.25 Salaries for employees with disability incorrectly expensed			
Salaries for employees with disability are covered by the insurance companies. On payment of these employees, an expense account was used instead of an account where these monies are receipted in.			
Consolidated Statement of Financial Position			
Increase/(Decrease) in Student and other receivables	-	3,969	2,925
(Increase)/Decrease in Accumulated Council-controlled funds	-	(2,925)	(2,225)
	-	1,044	700
Consolidated Statement of Comprehensive Income			
Decrease in Personnel costs	-	1,044	700

University of Zululand

Audited Consolidated Annual Financial Statements for the year ended 31 December 2017

Notes to the Audited Consolidated Annual Financial Statements

	2017 R '000	2016 Restated * R '000	2015 Restated * R '000
28. Prior period errors (continued)			
28.26 Benefit fund incorrectly recorded			
University of Zululand established the Benefit Fund to facilitate disability benefits. Contributions to this fund were incorrectly expensed. This has been corrected by disclosing the respective investments, investment returns and insurance premiums paid in the records of the University. The Benefit Fund has been closed during the 2017 financial year and the investments were encashed. Possible future liabilities for employees suffering a disability event are insured with insurers.			
Consolidated Statement of Financial Position			
Increase/(Decrease) in Available-for-sale investments	-	42,098	38,417
Increase/(Decrease) in Cash and Cash Equivalents	-	12,764	9,671
(Increase)/Decrease in Accumulated Council-controlled funds	-	(40,876)	(33,809)
(Increase)/Decrease in Available-for-sale financial asset reserve	-	(6,421)	(5,931)
(Increase)/Decrease in Accounts payable and accrued liabilities	-	(1,053)	(791)
	-	6,512	7,557
Consolidated Statement of Comprehensive Income			
Increase in Investment income	-	3,698	4,632
Increase in Other operating expenses	-	(297)	(261)
Decrease in Personnel Costs	-	2,621	2,305
Increase in Net change in fair value of investments	-	490	881
	-	6,512	7,557
28.27 Expense not recorded in the correct period			
An expense incurred in the 2016 financial year was not accrued for.			
Consolidated Statement of Financial Position			
(Increase)/Decrease in Accounts payable and accrued liabilities	-	(4,878)	(2,639)
(Increase)/Decrease in Accumulated Council-controlled funds	-	2,639	108
	-	(2,239)	(2,531)
Consolidated Statement of Comprehensive Income			
Increase in Other operating expenses	-	-	(316)
Increase in Personnel Costs	-	(80)	-
Increase in Minor capital items expensed	-	(2,159)	(2,215)
	-	(2,239)	(2,531)
28.28 Dividends tax incorrectly withheld			
The University of Zululand Foundation is a tax exempt entity and therefore exempted from dividends tax. However, dividends tax were incorrectly withheld for dividends received by the Foundation. The Foundation has undertaken a process to recover incorrect dividends tax withheld.			
Consolidated Statement of Financial Position			
Increase/(Decrease) in Student and other receivables	-	435	268
(Increase)/Decrease in UNIZULU Foundation funds	-	(268)	-
	-	167	268
Consolidated Statement of Comprehensive Income			
Increase in Investment income	-	167	268



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