

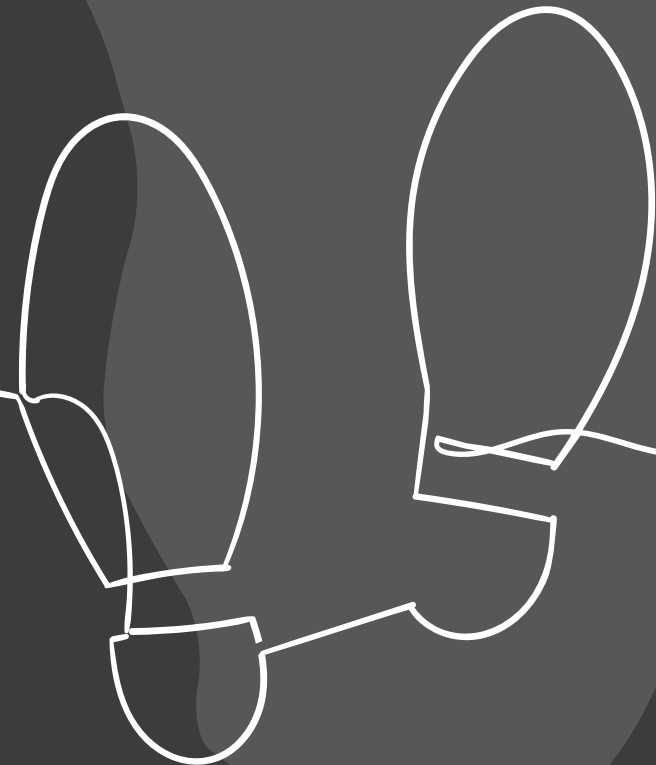


[www.unisa.ac.za](http://www.unisa.ac.za)

ENHANCING  
**OUR FOOTPRINT**  
IN **AFRICA**



ENHANCING  
**OUR FOOTPRINT**  
IN **AFRICA**



**2019**  
INTEGRATED REPORT



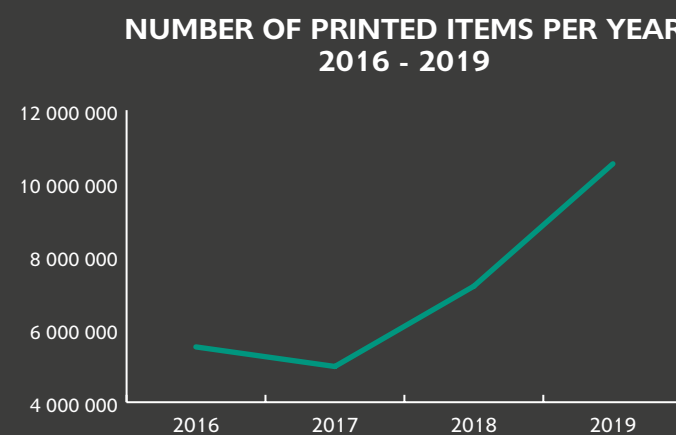
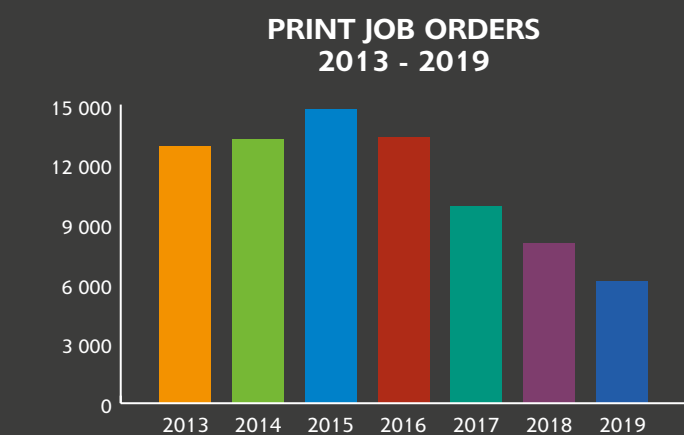
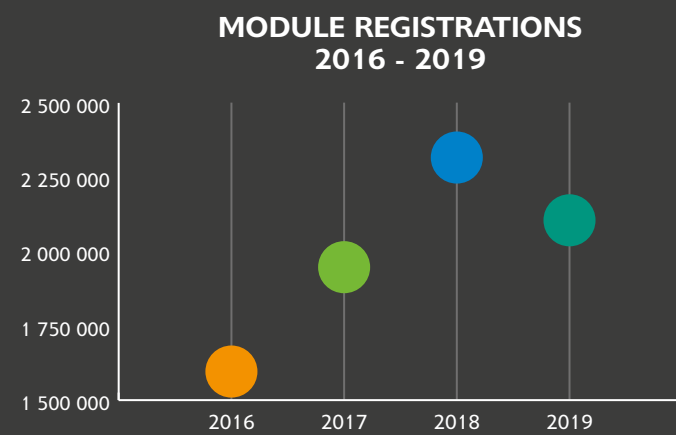
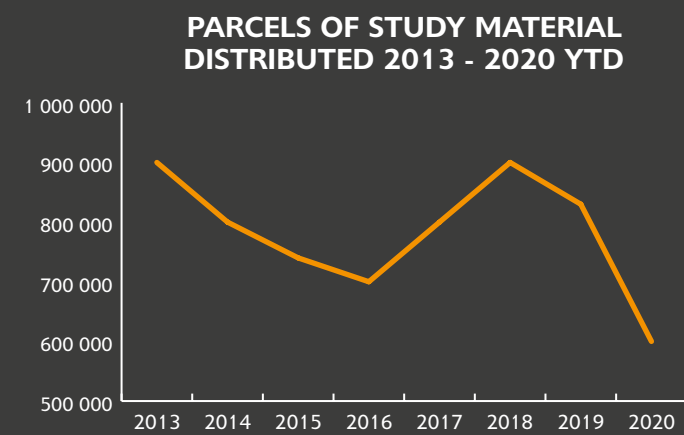
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# 2019

## FAST FACTS

- Unisa is the premier provider of open distance learning (ODeL) in South Africa. This year, 444 modules were developed. *(Further detail can be found on page 66)*
- A total of 73 modules across seven colleges had examination question papers translated into African languages as a pilot for the October/November 2019 examination. *(Further detail can be found in the Vice Chancellor's report starting on page 30)*
- Black women now account for 55% of our total staff complement. *(Further detail can be found on page 84)*
- This year we reached our target with three registered patents. *(Further detail can be found on page 36)*
- We have over 100 registered community engagement programmes across a range of areas including economic stability, education, environmental sustainability, health, human rights, social matters and vulnerable groups. *(Further detail can be found on pages 72 to 75)*





*Unisa Muckleneuk Campus, Tshwane*



# ABOUT UNISA

**“Unisa is the largest open distance learning institution in South Africa and Africa, and one of the world’s 30 mega-institutions.”**





**“I think that probably the most important thing about our education was that it taught us to question even those things we thought we knew.”**

Thabo Mbeki, Chancellor



## **UNISA CHANCELLOR'S AWARDS CELEBRATE SCHOLARSHIP**

The 2019 Unisa Chancellor's Calabash Awards ceremony was held in Johannesburg on Friday, 1 November, 2019. Dubbed the most prestigious event on the Unisa calendar, the coveted awards were presented to four outstanding South Africans who have contributed to society, its transformation and the development of South Africa.

*Photo from left: Prof Firoz Cachalia (received the Unisa Robben Island Award on behalf of Kgalema Motlanthe); Chancellor Thabo Mbeki; Prof Helen Mavhandu-Mudzusi, received the Outstanding Educator Award; Elizabeth Moloto (received the Public Servant Award on behalf of Judge Edwin Cameron); Principal and Vice Chancellor, Prof Mandla Makhanya; and Sizwe Nxasana, received the Outstanding Alumnus Award.*

# ABOUT THIS REPORT

Unisa is the largest open distance learning (ODEL) institution in South Africa and Africa, and with more than 350 000 students, it's one of the world's top 30 mega-institutions. Unisa enrolls over one-third of all of South Africa's tertiary students.

Unisa defines itself as a public-spirited institution with a clear social mandate. It is focused on quality, development, and transformation through education-teaching, research and community engagement – nationally, continentally and globally. Established in 1873 as the University of the Cape of Good Hope, Unisa's origins were to serve primarily as an 'examining body'.

The student profile reflects the demographics of South Africa, underscoring the pivotal role that Unisa plays in higher education, and its strategic position nationally, continentally and globally, as a key vehicle for transformation, growth and development.

As a university that is working determinedly to be a modern, innovative and effective university, Unisa's institutional, governance and management structures have been continually adapted and adjusted to meet emerging regulatory requirements, socio-economic dynamics and the institutional spirit of transformation and growth.

Unisa's philosophy and goals as set out on page 11 of this report reflect Unisa's unequivocal commitment to quality and define its imperatives for sustainable change and development.

## REPORTING APPROACH AND SCOPE OF THIS REPORT

The University's leadership is closely involved in writing and compiling the annual integrated report. Our Audit and Enterprise Risk Management Committee of Council examines the report and, with adjustments, recommends the report for tabling at the University Council meeting in August, where the report is considered and finally approved for publication.

This integrated report, which the Unisa Council approved at their meeting of 25 August 2020 was submitted to the Department of Higher Education and Training (DHET) at the end of August.

For this report, we have focused on embedding the principles and elements of the Integrated Reporting Framework of the International Integrated Reporting Council (IIRC), informed by DHET's reporting requirements, and adhering to the sustainability reporting guidelines of the Global Reporting Initiative (GRI). The report is GRI-aligned and our GRI index is set out on page 240.

While the emphasis of the content for the report was determined by the structure and reporting regulations (2014) set by the DHET, all reasonable attempts were made to equally align the report with the best practices recommended by the King Report on Corporate Governance for South Africa 2016 (King IV). The Unisa Compliance Framework, approved by Council, is geared towards strengthening the effectiveness of compliance with regulatory requirements within Unisa and, accordingly, describes the role and responsibilities of the different role players within the university and provides the tools for the management of compliance risk.

## MATERIALITY

The report discloses The University's approach to sustainability and identifies and explains the material issues facing the group and their impact. Council has considered matters viewed as material to the functioning of Unisa and its stakeholders.

These are determined through Council and committee discussion, market research, engagement with our stakeholders, continuous risk assessments and the review of prevailing trends in our sector and the economy.

King Code of Governance of Corporate Principles for South Africa™\*

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The issues we have identified as material in terms of the impact on Unisa's long-term sustainability include:



**ACCREDITATION OF QUALIFICATIONS**



**LEARNER SUPPORT**



**EXECUTION OF EXECUTIVE DECISIONS**



**FINANCIAL SUSTAINABILITY**

These material issues are addressed throughout this integrated report. Sustainability issues that are not considered material to our operations are not discussed in this report. This approach should enable stakeholders to accurately evaluate Unisa's ability to create and sustain value over the short, medium and long term.

## ASSURANCE

This report contains financial facts and figures about our university over the 2019 financial year. Our annual financial statements are prepared in accordance with the relevant policies of international financial reporting standards and also comply with the 2014 DHET Regulations for Reporting by Public Higher Education Institutions.

The combined assurance model is set out below:

Business process	Nature of assurance	Assurance provider
Annual financial statements	External assurance providers	Financial auditors Ernst & Young
B-BBEE	BEE scorecard review	MDP B-BBEE
Governing body/Audit Committee	Audit and Enterprise Risk Management	Audit and Enterprise Risk Management Committee of Council
Internal assurance providers	Independent outsourced	AERMCoC and Internal Audit Department

## FORWARD-LOOKING STATEMENTS

This report reflects significant activities for the period 1 January to 31 December 2019. Elements covering the total operations of Unisa are not bound entirely by this timeline, as they also highlight forward-looking aspects in the spirit of integrated reporting. The report aims to demonstrate Unisa's values through its tangible and intangible assets and resources.

Professor MS Makhanya  
Principal and Vice Chancellor

Mr AS Simelane  
Chairperson of Council

### Feedback

A hard copy of this integrated report is available on request as well as online at <https://www.unisa.ac.za/sites/corporate/default/News-&Media/Publications/Annual-reports>.

Information that may be required on any matter in this report or otherwise, may be found on either the Unisa website or by contacting the office of the Registrar at [integratedreporting@unisa.ac.za](mailto:integratedreporting@unisa.ac.za). We welcome your feedback and any suggestions.



# WHO WE ARE

Unisa is Africa's leading open distance learning institution offering internationally accredited qualifications, world-class resources and award-winning research. Our three areas of focus are **teaching, research, and community engagement**.

Unisa offers a diverse choice of study fields ranging from short courses and certificate programmes to three- and four-year degrees and diplomas.

One of the main focus areas of our vision is "towards the African university shaping futures in the service of humanity" which drives us to find answers to Africa's educational and developmental problems.

## OPEN DISTANCE AND E-LEARNING

- Modules designed and developed: 444
- Exam sitting provisionally met the 74% threshold set
- Throughput rates targets exceeded\*
- 93% information and communication technology (ICT) self-service registrations
- 99,98% of study material dispatched within five days of registration
- 98% critical business systems availability
- Free-to-browse access implemented
- Phase 1 of digital end-to-end media platform implemented in 2018
- MyUnisa digital teaching and learning platform implemented in a cloud environment

\* Based on provisional data

## OPERATIONAL FEATURES

- 31 campuses across all nine provinces
- A growing African footprint: Unisa has a presence in South Africa, Ethiopia and Swaziland
- Campus Master Plan approved in 2018: upgrades and moves to more streamlined campuses

## OUR PEOPLE

- Permanent staff composition:
  - 1 804 (30%) academics,
  - 4 112 (70%) professional and support staff
- Women in executive leadership positions: 34% (includes from Vice Chancellor (VC) down to Executive Deans and Executive Directors)
- Number of National Research Foundation (NRF) rated researchers: 231
- Provisional Research output units: 1 447\* (1 299 for 2018)

## SOURCES OF INCOME

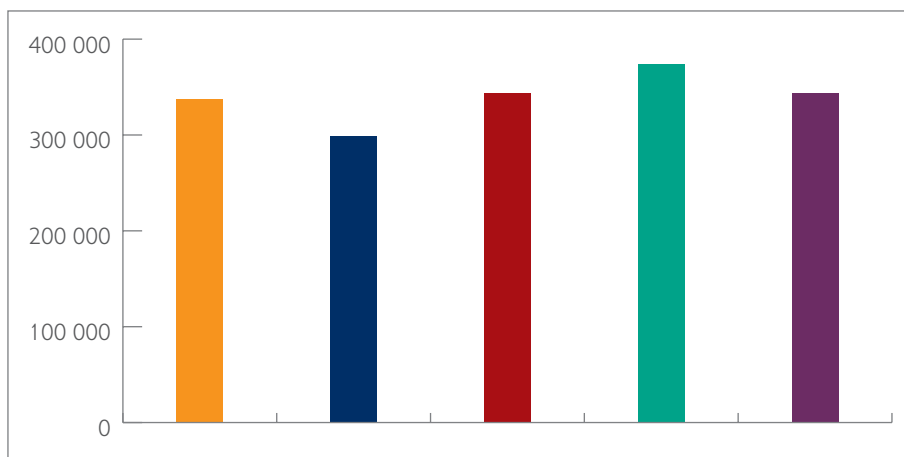
Unisa's primary sources of income are comprised of study fees and state subsidies. Fee income between 2014 and 2015 was substantially more than the subsidy income. However, in 2016 this relationship was reversed as a result of the lower student enrolment figure. This was followed by no fee increases in 2017. The original relationship was restored in 2018 with the lifting of the freeze in fees. Other sources of income remained relatively low.

\* Still under audit for 2019.

## STUDENT PROFILE

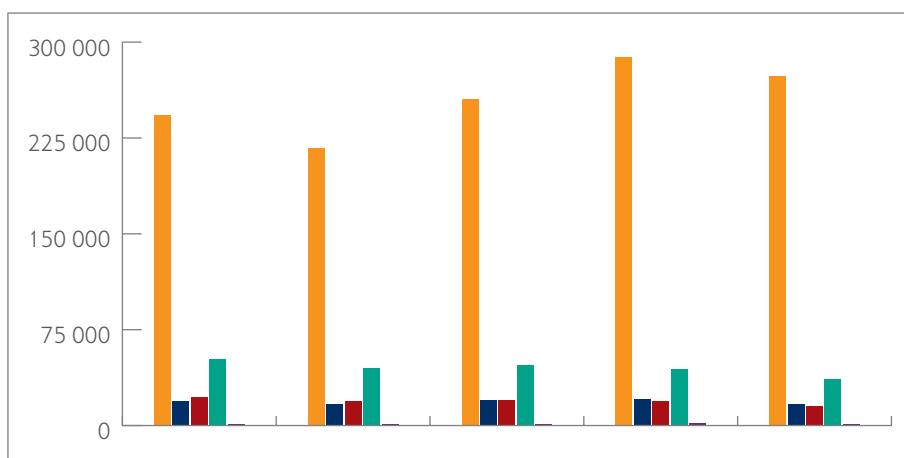
The following graphs reflect the Unisa student profile and the changes experienced over the past six years in terms of total enrolments, race, gender, college and region.

### Qualification enrolments



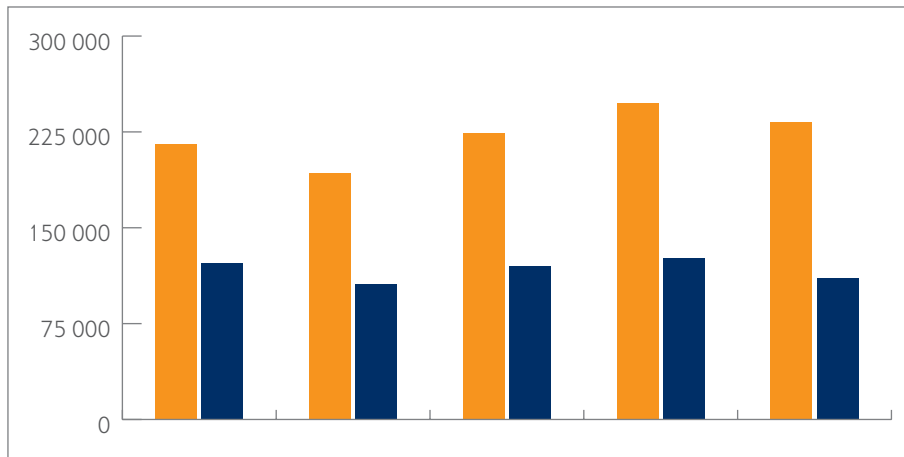
	2015	2016	2017	2018	2019
	337 944	299 324	344 015	373 979	343 731

### Student enrolments by race group



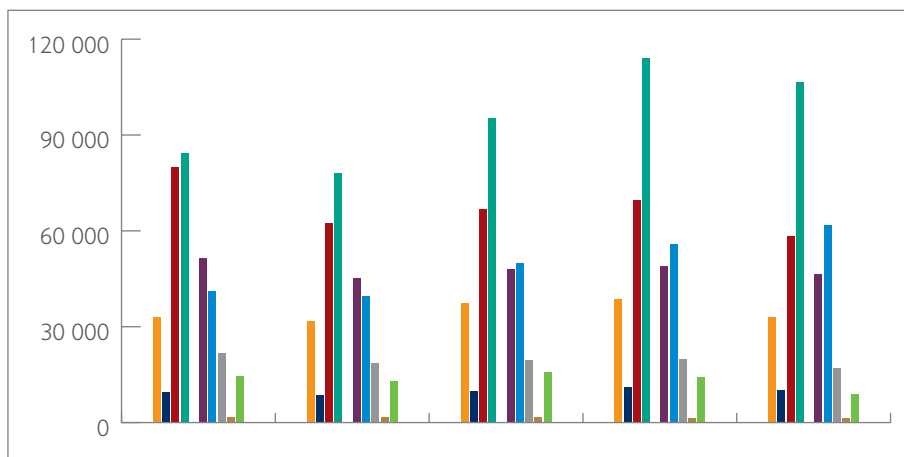
	2015	2016	2017	2018	2019
African	243 137	216 751	255 393	288 539	273 799
Coloured	19 345	16 894	19 632	20 582	17 138
Indian	22 298	19 382	20 088	19 193	15 382
White	51 690	45 102	47 434	44 099	36 008
Unclassified	1 474	1 195	1 468	1 566	1 404

### Student enrolments by gender



	2015	2016	2017	2018	2019
Female	215 876	193 219	223 749	247 612	232 971
Male	122 068	106 103	120 265	126 367	110 758
Unknown	-	2	1	-	2

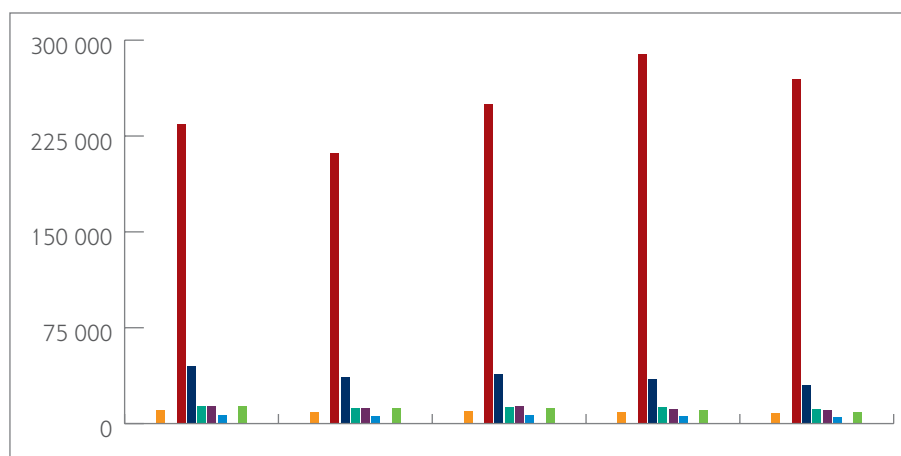
### Student enrolments by college



	2015	2016	2017	2018	2019
College of Accounting Sciences	33 147	31 880	37 414	38 653	33 164
College of Agriculture and Environmental Sciences	9 662	8 555	9 762	11 098	10 073
College of Economic and Management Sciences	80 057	62 496	66 823	69 753	58 281
College of Education	84 273	78 088	95 266	114 002	106 482
College of Graduate Studies*	-	-	-	-	-
College of Human Sciences	51 533	45 254	47 936	49 050	46 608
College of Law	41 121	39 684	49 893	55 989	61 839
College of Science, Engineering and Technology	21 853	18 609	19 530	19 801	16 964
Graduate School of Business Leadership	1 864	1 870	1 684	1 381	1 335
Occasional	14 434	12 857	15 659	14 096	8 796
<b>Grand total</b>	<b>337 944</b>	<b>299 293</b>	<b>343 967</b>	<b>373 823</b>	<b>343 542</b>

\* The College of Graduate Studies is a service college and does not have enrolments.

## Student enrolments by region



	2015	2016	2017	2018	2019
Eastern Cape	10 400	9 100	9 963	8 960	7 883
Ethiopia	31	6	0	6	1
Gauteng	234 423	211 992	249 736	289 256	269 649
KwaZulu-Natal	44 805	36 318	39 110	35 000	30 200
Limpopo	14 030	12 180	12 753	12 748	11 584
Midlands	13 478	11 743	13 461	11 572	10 400
Mpumalanga	6 763	6 079	6 479	5 655	4 747
Unknown	60	26	53	93	32
Western Cape	13 954	11 880	12 460	10 689	9 235
<b>Grand total</b>	<b>337 944</b>	<b>299 324</b>	<b>344 015</b>	<b>373 979</b>	<b>343 731</b>

## Graduates

63 777 students obtained qualifications from Unisa in 2019<sup>1</sup>, which compares favourably with prior years.

	2015	2016	2017	2018	2019
Graduates	40 046	43 287	44 842	52 318	63 777

The following qualifications were awarded in 2019:

Doctorates	367
Master's degrees	1 097
Honours degrees	5 523
Bachelor's degrees (4 years)	11 749
Bachelor's degrees (3 years)	8 174
Postgraduate diplomas	3 079
Postgraduate certificates	6 860

<sup>1</sup> The graduation figures are based on graduates receiving their qualifications at the 2019 Spring and Autumn graduation ceremonies.

63 777 students obtained qualifications from Unisa in 2019 and the following qualifications were awarded:

**367**  
DOCTORATES

**1 097**  
MASTER'S DEGREES

**5 523**  
HONOURS DEGREES

**11 749**  
BACHELOR'S DEGREES  
(4 years)

**8 174**  
BACHELOR'S DEGREES  
(3 years)

**3 079**  
POSTGRADUATE  
DIPLOMAS

**6 860**  
POSTGRADUATE  
CERTIFICATES

*The graduation figures are based on graduates receiving their qualifications at the 2019 Spring and Autumn graduation ceremonies.*

## VISION

“Towards the African university shaping futures in the service of humanity.”

Our vision defines everything that we do. It describes our wish to serve every country on the African continent while transcending language and cultural barriers. We are 100% committed to the communities and individuals we serve.

## MISSION

Unisa is a comprehensive, open distance learning institution that produces excellent scholarship and research, provides quality tuition and fosters active community engagement. We are guided by the principles of lifelong learning, student-centredness, innovation and creativity. Our efforts contribute to the knowledge and information society, advance development, nurture a critical citizenry and ensure global sustainability.

## VALUES

**Ethical and collective responsibility:** Ethics reflects the intrinsic and extrinsic values, principles, norms and standards to which Unisa is committed and is underpinned by respect, integrity, accountability and excellence. Our ethics guide all institutional conduct, actions, decisions and stakeholder relations, supporting equity and fairness. Against this backdrop, our decision-making will be participatory in the interests of the effective and efficient functioning of the university – all employees are equally responsible for decisions taken and implementation is underpinned by commitment and loyalty to and solidarity with Unisa.

**Integrity:** Integrity refers to conduct guided by honesty, equity, respect, transparency, responsibility and accountability in all that we do. Integrity must be evident at an individual level, and it should be infused in the character of the institution through the behaviours of the individuals who constitute and engage with the university. It applies to all our stakeholders and reflects how we relate to them and how we expect them to engage with the university.

**Innovation and excellence:** At Unisa innovation and excellence characterise the actions, attitudes and culture required to create new ideas, processes, systems, structures, or artefacts which when implemented, lead to a sustainable and high performing institution. They are the underlying principles that we as change agents use to make a difference in the way we work with available resources to achieve our specific goals despite contextual and policy constraints. Innovation requires everyone to adopt a problem solving approach that fosters intellectual ingenuity and novel solutions rather than simply problem identification.

**Responsive student-centredness:** Responsive student-centredness reflects our commitment to recognising, cultivating and promoting the interests and views students especially their lived experiences and prior learning in order to achieve academic access and success in an Open Distance e-Learning context.

**Dignity in diversity:** At Unisa we will strive to promote humanness, anti-racism and self-worth in the context of cultural and intellectual differences for the attainment of equality, and non-discrimination on the grounds of race, gender, sex, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language, and birth. These values speak to Unisa's soul and identity in all of its endeavours including but not limited to its scholarship and practices, its service to students and other stakeholders, its operations, sustainability imperatives and ambition to be a leader in good governance practices.



*Unisa Muckleneuk Campus, Tshwane*

# The African university shaping futures in the service of humanity



# OUR BUSINESS MODEL

## RESOURCES WE INPUT



### REPUTATIONAL CAPITAL

- Pioneer ODeL model for higher education in a developing economy
- Longest-standing track record for public distance education worldwide – 146 years
- Largest distance education institution in Africa – with close to 350 000 students
- Recognised global competitiveness and excellence



### ACCESS CAPITAL

- ODeL model for superior accessibility to affordable, quality higher education irrespective of geographic location, study budget; study time availability (while working); or qualification scores for conventional tertiary education
- Decentralised/regional learning and research support resources
- Printing of study material on demand
- Robust and modern ICT system on all campuses
- Modern, appropriate multipurpose facilities and infrastructure at all campuses, e.g. smart buildings for 24/7 access
- Unisa library is accessible to students through myUnisa and the Library app (24/7) and has over the years increased its subscription to the following e-resources to ensure online 24/7 library access:
  - A total of 200 000 individual titles e-Books (this includes some textbooks that are available on e-print) Most textbooks are in hard-print from the publishers
  - Number of individual database titles = 441
  - Number of e-journals titles = 481 371
  - Total number of linked e-reserves = 11 931



### FINANCIAL CAPITAL

- Revenue streams:
  - Tuition fees
  - Investment income
  - Central government grants
- Third-party funding
  - Private donations
  - Grants
  - Ring-fenced donations for projects
  - Other third stream income sources (short learning programmes, Unisa Business Enterprise)



### HUMAN CAPITAL

- Established stakeholder partnerships in delivery
- A well-qualified and diverse staff cohort
- Continuous staff recruitment, retention, development and deployment
- 231 National Research Foundation (NRF) rated researchers
- Compliance with governance structures



### INTELLECTUAL CAPITAL

- Appropriate, flexible and open systems, policies and procedures
- Branding and marketing of programmes
- Research outputs
- Patents granted



### SOCIAL AND RELATIONSHIP CAPITAL

- Established stakeholder partnerships
- Growing enrolled learner base and graduates, alumni
- Offering of bridging courses to enable advancing higher education
- Registered community engagement programmes
- Renewable and non-renewable environmental resources and processes; preserving biodiversity and ecosystem health within Unisa's sphere of influence/control
- Commitment to being a good corporate citizen



## WHAT WE DO



### TEACHING

- Curriculum development
- Programme accreditation
- Decentralised tuition, assessment and learning support



### COMMUNITY ENGAGEMENT

- Community engagement programmes



### RESEARCH

- Research
- Innovation
- Commercialisation

### To shape the future in the service of humanity:

Lifelong higher education for all

Knowledge creation that is nationally responsive and globally relevant

### OUR VALUES

- Ethics and collective responsibility
- Integrity
- Innovation and excellence
- Responsive student-centredness
- Dignity in diversity

### CAPITAL ALLOCATION

1. Staff: academic, professional staff, primary and institutional support
2. Decentralised infrastructure, equipment and facilities for full decentralisation
3. Maintenance technology for continuous support of teaching and learning
4. ICT infrastructure, staff training and development associated with ODeL
5. Corporate requirements, e.g. strategic planning, risk management, branding and marketing
6. Research, learning and teaching resources
7. Academic and other consumables
8. Infrastructure with multiple purposes and easy access (incl. students/staff with disabilities)
9. Academic and other consumables

### FOCUS IN 2020

1. Embed African identity
2. Accreditation of qualifications
3. Execution of executive decisions
4. Learner support
5. Financial sustainability

### ON THE ROAD TO 2030

1. Entrench as a leading ODeL comprehensive university in three key areas of operation
2. Embed an agile, innovative, sustainable and efficient operational environment
3. Enable core transformation by harnessing ICTs for high performance, service and quality

### ODEL MODEL

1. Access, equity and ethics
2. Globalisation of education and cross-cultural aspects
3. Open distance and e-learning systems and institutions
4. Theories and models
5. Research methods and knowledge transfer

## WHAT WE DELIVER

- Globally competitive and recognised Africanised tertiary education programme
- Relevant qualifications mix
- Enrichment via contextualised research and community engagement
- Positive and formative student experience from first enrolment until graduation
- Affordable access to and participation in tertiary education
- Track record of excellence
  - Alumni contribution in SA and Africa
  - 99,98% of study material orders dispatched within five days of registration
  - 98% critical business systems availability
- Phase 1 of digital end-to-end media platform implemented from 2018
- Recognised decolonised quality programmes
- Cutting-edge research
- Certification of formal and non-formal learning not linked to a qualification
- Delivery via open distance e-learning
  - Robust technology-enhanced systems
  - Open and flexible academic plan
  - Appropriately resourced regional facilities

## OUR IMPACT

### REPUTATIONAL

- Recognised delivery and service
- Publication and commercialisation of research in high quality journals/reports
  - 231 NRF-rated researchers
  - 1 447 provisional research output units (1 299.27 for 2018)

### ACCESS

- Affordable tertiary education in a developing economy
  - 342 868 headcount
  - 27 421 new enrolments
  - 44 171 – 2019 graduation data based on second submission HEMIS data (still subject to final audit)
- Broad accessibility to tertiary education in a developing economy
  - Diverse student base
  - Cloud-based digital teaching and learning platform – *MyUnisa*
  - 3 855 modules were offered in 2019
  - 31 campuses in all nine provinces of SA
  - Growing African footprint – SA, Ethiopia, Swaziland
  - Free-to-browse access (introduced 2018)
  - 93% of registrations used ICT self-service
  - 73 modules were offered in all 11 official languages
- 12,8% – 2019 graduation data based on second submission HEMIS data (still subject to final audit)
- Pass rates as follows: January/February 2019 exam 76,1%; May/June 2019 exam 74,1%; October/November 2020 exam 75,5% (investigation underway for 2019 as a whole)
- Graduate employability
- Focus on improving Africanisation of curriculum

### FINANCIAL

- Cost of courses lower than residential institutions

### HUMAN

- Seven new strategic partners
- Enhanced training and development for teaching and allied professional staff
  - All new resources trained in Threshold Competence in ODeL SLP within 12 months of appointment
  - All staff engage in Continued Professional Development (CPD) courses over a two-year period
  - 30% of permanent academic staff completing a further qualification in ODeL teaching and learner support
  - Continuous assessment and redevelopment of modules
- Dual focus on academic and support staff for an integrated, efficient operating model
- Intensified focus on specific key performance criteria that emphasise quality

### INTELLECTUAL

- Focus on scaling up quality research outputs to gain recognition for Research Chairs
- See Academic report page 52

### SOCIAL & RELATIONSHIP

- Enriched and skilled SA workforce
- Community upliftment
  - Over 100 registered community engagement programmes

# UNISA



university  
of south africa

Reception

Unisa Science Campus, Johannesburg

# EXECUTIVE MANAGEMENT

## UNISA MEMBERS OF EXECUTIVE MANAGEMENT



**Professor Mandlenkosi Stanley Makhanya**  
Principal and Vice Chancellor



**Mrs Reshma Mathura** ●  
Acting Vice Principal/Chief  
Financial Officer



**Dr Marcia Mabel Socikwa**  
Vice Principal/Operations  
and Facilities



**Ms Poppy Henrietta  
Tshabalala**  
Vice Principal/ICT Chief  
Information Officer



**Dr Eliazer Phasoane  
Mokgobu**  
Vice Principal/Institutional  
Development

- Acting from 23 October 2019
- Acting 15 April 2019 to 15 June 2019
- Acting 15 April 2019 to 19 May 2019 / 1 Aug 2019 to 31 Aug 2019
- Acting 20 May 2019 to 15 June 2019 / 13 Sept 2019 to 24 Dec 2019
- Acting 12 Jan 2019 to 24 Dec 2019
- Vice Principal: Finance/Chief Financial Officer Jan to Oct 2019



**Dr Lesley Lucas Ntswane**  
Acting Vice Principal/  
Operations



**Dr Faroon Goolam**  
Registrar



**Adv Jele Joel Baloyi**  
Acting Registrar



**Professor Veronica Irene McKay**  
Acting Vice Principal/  
Teaching Learning  
Community Engagement  
& Student Support



**Professor Andrew Paul Phillips**  
Acting Registrar



**Professor Thenjiwe Sindiswa Meyiwa**  
Vice Principal/Research  
Postgraduate Studies  
Innovation and  
Commercialisation



**Professor Stephen Khehla Ndlovu**  
Vice Principal/Strategy Risk  
and Advisory Services



**Mr Phumulani Zwelithini Raphael Zwane**  
Vice Principal Finance/  
Chief Financial Officer



# LEADERSHIP REVIEW

**“We are committed to upholding the highest standards of ethics, transparency and good governance in the interest of all our stakeholders.”**



# REPORT FROM THE **CHAIRPERSON** OF COUNCIL

UMBIKO LOVELA KUSIHLALO WEKHANSELA



As the largest Higher Education Institution (HEI) in Africa, and with nearly one-third of all students in South Africa, Unisa is a defining instrument of transformation both on the continent and nationally. Integral to the university's forward-looking strategy is that Unisa strives to become "the African university shaping futures in the service of humanity", driven to find answers to Africa's educational and developmental problems. In this report, we outline ways in which Unisa is working towards this goal.

Njengesikhungo semfundvo lesikhulukat (HEI) e-Afrika, futsi lesicishe sinebafundzi labalinganiselwa kukunye kulokutsatfu kwabo bonkhe bafundzi eNingizimu Afrika i-Unisa isisetjentiswa sengucuko, kukokubili kulelivekati kanye nakuvelonkhe. Ngalokuhlangene nelisubuciko layo lelibuka embili kutsi i-Unisa ilwela kuba "yinyuvesi yase-Afrika leyakha likusasa ngekusebentela luntfu", igcugcutelwa kutsi itfole timphendvulo tetinkinga temfundvo tase-Afrika kanye netentfutfuko. Kulombiko, sichaza tindlela i-Unisa lesebenta ngato ekufezekiseni lowo mgomo.

*Mr AS Simelane  
Unisa Chairperson of Council*



The Council is the custodian and is ultimately responsible for the ethical behaviour of the university. We are committed to upholding the highest standards of ethics, transparency and good governance in the interests of all our stakeholders and we adopt stringent compliance practices as enshrined in the university's statutes. We continuously review our governance structures and policies to ensure effective ethical leadership and that these remain relevant and effective in achieving these objectives. See page 114 for Council's statement on governance.

The university is committed to the implementation and compliance with the B-BBEE codes as well as other regulatory frameworks. Compliance with relevant laws, codes and standards is compiled by the SECoC as part of their responsibility towards broader governance in terms of law and best practice corporate governance codes.

## OUR STRATEGIC DECISIONS IN 2019

Probably the key strategic decision in 2019 was the launch of an assessment initiative of the Unisa 2030 Strategy, to determine, and if required, reshape the future direction of the university.

This initiative is critical to the future sustainability of the university. The process will involve reflective decision-making regarding Unisa's core business areas of teaching and learning, research, and community engagement in order to advance scholarship. As such, intensive consultation with government, amongst other stakeholders, will be required in the process. Achieving the outcome of longevity for Unisa will entail, amongst other plans, putting measures in place to increase research outputs and reviewing our research institutes in terms of their effectiveness and optimal functioning. This is not only a matter of strategy, but important to the financial sustainability of the institution.

We took a decision in 2019 to review our programme qualification mix (PQM) and accreditation process. While we are a comprehensive university offering a diversity of programmes, from certificate to Doctoral level, we see the need to streamline the number of offerings for improved focus and delivery. We aim to complete the process as soon as possible.

As an African HEI, we support the call for free education for disadvantaged students. Unisa's fee structure has always been accommodative which has enabled the university to extend greater access to higher education to marginalised students. In addition to an affordable qualification, we offer education of a high quality.

In 2019 we approved the establishment of the Thabo Mbeki School, which will offer African-centred knowledge and scholarship in governance, diplomacy and state affairs with a view to achieving the African Renaissance and unity. The School will be the first of its kind on the continent – an authentic and proudly African school built on the legacy of President Thabo Mbeki and other African thought leaders.

In order to continue enhancing the student experience, in the year we further improved our application and registration process to minimise long queues and student dissatisfaction leading potentially to student protests. Unisa has now been held open for application throughout the year and not only in defined limited periods, as in previous years. To the same end we revisited our regional model. We re-imagined what it should look like and the format it should take going forward

*Umkhandlu, njengemgugucuteli, nguwo lonesibopho sekutiphatsa kwenyuvesi ngenchubo levumelekile. Sitimisele kugcina tilinganisozinga letiphakeme tenchubo lefanele yekwenta tintfo, kungafihli lutfo kanye nekuphatsa lokuhle ngekwetimfuno tabo bonkhe betfu labatsintsekako, futsi silandzela tindlela leticinile tekwenta tintfo letihambisana nemitsetfo leshayiwe yalenyuvesi. Siyachubeka njalo nekubuketa tinhlaka tetfu tekubusa kanye netinchubomgomo, kucinisekisa kutsi kunebuhloli lobulandzela inchubo levumelekile yekwenta tintfo ngemphumelelo futsi sicinisekisa kutsi loku kusahambisana kanye nekuzezeka tinjongo tetfu ngemphumelelo. Macondzana naloko, buka likhasi le-106 macondzana nesitatimende semkhandlu lesimayelana netekubusa.*

*Lenyuvesi itimisele kufezekisa, kanye nekuhambisana netindlenchubo, nemkhakha lobanti wekutfutukisa labamnyama kutemnotfo (B-BBEE) kanye naletinye tinhlakamsebenti tekulawula. Kuhambisana nemitsetfo lefanele, tindlelanchubo kanye netilinganisozinga njengaloku kuhlanganiswe yi-(SECoC) njengencenye yesibopho sayo macondzana nekubusa lokubanti ngekulandzela umtsetfo kanye netindlelanchub letinhle tekuphatsa inkampani.*

## TINCUMO TETFU TELISUBUCIKO NGA-2019

*Sincumo lesimcoka selisubuciko nga-2019 kahle hle kwaba kwetfulwa kwesicaliso seluhlolo lwelisuciko lwase-Unisa lwanga-2030, kuncuma (futsi, nangabe kudzingekile, kulungisa futsi) likusasa lelibokophelelwe ngulenyuvesi. Lesicaliso simcoka kulikusasa lase-Unisa lelisimeme. Lenchubo ifaka ekhatsi kutsatsa sincumo ngekucabanga mayelana nemikhakha yebhizinisi lemcoka yase-Unisa yekufundzisa nekufundza, lucwaningo kanye nekumbandzakanya ummango, ngenhloso yekugcugcutela lwati lwetemfundvo. Ngaleyo ndlela-ke, kubonisana lokujulile nahulumende, emkhatsini walabanye labatsintsekako, kutawudzingeka. Kufezekisa kuphilwa sikhatsi lesidze kwe-Unisa kutawudzingeka kutsi, emkhatsini walamanye emasu, kwenta kutsi kube netinyatselo letitawukwadzisa imiphumela yelucwaningo, kanye nekubuketa tikhungo tetfu telucwaningo macondzana nekuphumelela kwato kanye nekusebenta ngalokusezingeni lelihle. Loku akusiko kuphela ludzaba lwelisubuciko, kodvwa kubalulekile macondzana nekusimama kwalesikhungo ngekwetetimali.*

*Nga-2019 satsatsa sincumo sekubuketa luhlolo lwetfu lwekuhlanganisa tiku temfundvo (PQM) kanye nenchubo yekuvunyelwa ngekucinisekiswa. Nanome siyinyuvesi lephelele lenika tinhlelo letahlukahlukene kusukela ezingeni lesitifiki kuya ezingeni lebudokotela, siyasibona sidzingo sekuhlela linani letinhlelo lesitetfulako kute kwentiwe ncono loko lesitawugcila kuko kanye nekukwetfula. Sihlose kutsi siphotfule lenchubo ngekushesha.*

*Njenge-HEI yase-Afrika, siyasesekela lesimemetelo semfundvo yamahhala yebafundzi labancishwe ematfuba. Njengaloku umumo wetetimali letikhokhwako e-Unisa bewuwele ngaso sonkhe sikhatsi ubbacabangela, loko kwente lesikhungo kutsi kutsi singete kufinyelela kakhulu emfundweni lephakeme kwalabo bafundzi labebancishwe ematfuba. Ekwengeteni ekutfoleni tiku temfundvo letingabiti, siphindze sinike imfundvo lekulizingasimo lelisetulu.*

to most optimally support our students in the different regions. Given that effective student support is most critical in distance and e-learning, this will also receive much attention in our revision initiative for the 2030 Unisa Strategy. In terms of the Promotion of Access to Information Act, 2000 Council did not refuse any relevant requests for information that were lodged with the university.

Still with the focus on student experience, we are determined to improve both communication and delivery of services. Our ICT infrastructure is integral to achieving both. If we improve systems, our delivery will also improve. Considering that we receive over one million applications annually, we cannot realistically expect to improve delivery of services to our students and sustain a level of excellence without this effective ICT support. Hence ICT, too, forms a focus area in our Unisa 2030 Strategy review.

Student-centricity means understanding and prioritising our student body. While we obviously remain cognisant of matters of environmental concern including a transition to a paperless society, we would be remiss if we were not mindful that not all students have free and easy access to the internet. We have therefore continued to provide students with the option of receiving printed study material and will, for some time.

In the year we also further advanced the staggered implementation of the new university structure approved by the Executive Committee of Council (EXCO) in 2018. The primary purpose of this exercise is to optimise the organisational structure in order to improve service delivery. Specifically, implementation of the top structure (P1-4) took effect from, and redesign of the lower level structures (P5-P19) commenced on, 2 January 2019. The process of finalising and implementing these levels involves consultation with organised labour at the Unisa Bargaining Forum (UBF). We accept that it takes time to get the right people into the right places and that this cannot be achieved in one fell swoop. We therefore expect to see the positive impact of this restructure incrementally over a three-year period.

Finally, we approved a number of policies in the year including the investment policy in support of how we manage and invest our funds; procurement policies; and work-from-home policies with research incentives.

## REMUNERATION AND COST CONTAINMENT

The remuneration policies for Council and senior executives, and how key performance indicators (KPIs) relate to the university's strategic objectives, can be read on page 125 of the governance report and page 203 of the annual financial statements. In the year we introduced the Compact KPIs that are now more specifically focused on quality and standards improvement.

Our largest expenditure remains personnel. In light of this, we are looking strategically at the optimal model in which we better understand the ideal instructor-student ratio, and flowing from that the aspirational balance between academic and support staff. The current ratio is 31% academic to 69% professional and support employees.

*Nga-2019 sivume kusungulwa kweThabo Mbeki School, lesitawufundzisa lwati lolugcile e-Afrika kanye nelwati lwemfundvo kutekubusa, kutebuncusa neteinzaba tembuso, ngenhloso yekufezekisa Kuvuselelwa kwe-Afrika kanye nebunye besive. Lesikolo sitawuba sekucala saloluhlobo kulelivekati – sikolo selugcabho lwase-Afrika sibili, sakhiwe ngekususelwa kumshiyandvuku waMengameli Thabo Mbeki kanye nalabanye baholi labanemcondvo wase-Afrika.*

*Kuchubeka nekwenza ncono loko bafundzi labahlangabetana nako, kulowo mnyaka siphindze futsi senta ncono tinchubo tetfu tekufaka ticelo kanye nekubhalisa kunciphisa imigca kanye nekulwa nekunganetiseki kwebafundzi lokungaholela ekutseni bangenele titeleka. I-Unisa nyalo seyivuleleke kutsi kungafakwa ticelo tekufundza umnyaka wonkhe – hhayi kuphela ngetikhatsi letincuniwe, letinemkhawulo njengaloku bekwenteka eminyakeni yaphambilini. Ngendlela lefanako, siphindze futsi sabuka kabusha imodeli yetfu yesifundza. Sikucabange kakubusha kutsi kufanele ibukeke njani, kanye nemumo lekumele kutsi iwulandzele, kuchubekela embili, kute isekele ngalokusezingeni lelisetulu bafundzi betfu kuletifundza. Kuyatiwa kutsi kusekelwa kwebafundzi kubalulekeke kakhulu kumfundvobucalu kanye nakufundvo ye-elektroniki, loku futsi kutawunakwa kakhulu kusicalo setfu sekubuyeketa lisubuciko lase-Unisa langa-2030. Ngekulandzela Umtsetfo Wekugcugcutela Kufinyelela Kutfolwa Lwatiso, we-2 wanga-2020, umkhandlu awuzange utencabe ticelo nanome ngabe nguluphi lwatiso lolufanele letafakwa kulenyuvesi.*

*Njengaloku solo sisagcile kuloko bafundzi labahlangabetana nako, sitimisele kwenta ncono kokubili kuchumana kanye nekuletfwa kwetinsita. Sakhiwonchanti setfu setelwatiso netebuchwepheshe bekuchumana (ICT) ihlanganiswe kutsi ikufezekise kokubili. Nangabe senta ncono tinhlelo, kwetfula kwetfu tinsita nako kutawubancono. Ngekubuka kutsi sitfolo ticelo tekufundza letingetulu kwesigidzi ngemnyaka, singeke kahle hle silindzele kwenta ncono kuletfwa kwetinsita kubafundzi betfu kanye nekugcina lizinga lekwenza tintfo ngalokusezingeni lelisetulu ngaphandle kwekusekelwa ngemphumelelo ye-ICT Ngaleso sizatfu-ke i-ICT, nayo, iyincenye lesigcile kuyo ekubuketeni kwetfu kwelisubuciko lase-Unisa langa-2030.*

*Kugcila kubafundzi kusho kuvisisa kanye nekubeka embili umtimba wetfu webafundzi. Kodvwa sibe sinaka njalo tindzaba letiphatselene nesimondzawo, lokufaka ekhatsi kuntjintjela kummango longasebentisi emaphepha, kutawusho kutsi asinaki nangabe asilibuki liphuzu lelitsi akusibo bonkhe bafundzi labafinyelela kutfolo lula kanye namahhala i-inthanethi. Ngako-ke sichubekile ngekunika bafundzi kutsi bakhutse kutsi batfole ticukatsilwati letiphrintiwe, futsi sitakwenta njalo kulesikhashana lesitako.*

*Kulomnyaka siphindze sachubeka nekwenza ncono kufezekisa lokudvumatako kwemumo lomusha wenyuvesi lovunywe Likomidi leMkhandlu weSigungu (i-EXCO) nga-2018. Inhloso lemcola yekwenza loku kwenta kutsi umumo wenhlangano usebente ngalokusezingeni lelisetulu, ngenhloso yekwenza ncono kuletfwa kwetinsita. Ngalokucondze ngco, kufezekiswa kwemumo losetulu (p1-4) kutsi ucale kusukela, kanye nekudzayinwa kwemumo wemazinga laphasi (P5-19) kwacala*

## TRANSFORMATION TO AFRICANISATION

We are committed to Africanisation in principle, and to date have made progress in some of the softer aspects such as changing building names, which continued in 2019. Africanisation of the curriculum will take longer and is an ongoing process. It remains a core focus of the university, as detailed more fully in the Vice Chancellor's Report.

The SECoC has oversight of the register of 'high-value contracts' (above the delegation value for a VP) and medium-value contracts; the register of 'regular vendors', i.e. where a vendor received more than one tender in a year; recipients of the high-value tenders B-BBEE the register of exceptions to Procurement Policy – authorised and unauthorised deviations. To assess transformation at Unisa a transformation barometer has been adopted. Please see page 91 for transformation barometer.

Additional investments in infrastructure, approved in accordance with the Higher Education Act can be found in the CFO report on pages 42 to 48 and ICTCoC report on page 132.

## GOING CONCERN AND FINANCIAL HEALTH

Financial stability is the foundation of the sustainability of the university. Unisa is financially healthy with a resource base of R12 billion and an annual council approved budget of R9 billion. A detailed breakdown of finances is provided in the Consolidated Annual Financial Statements from page 152 of this annual report.

In light of the current financial position of the university, the members of Council and its subcommittees are satisfied that the University, as a group, is a going concern and they have accordingly adopted the going concern basis in preparing the annual financial statements.

## INTERNAL FINANCIAL CONTROLS

Council has considered the results of the formal documented review of the university's system of internal financial controls and risk management, including the design, implementation and effectiveness thereof. Council has also assessed information and explanations given by various committees and subsequent discussions with the external auditor on the results of the audit.

The university's system of internal controls is effective and forms a sound basis for the preparation of reliable financial statements. The system was assessed by the internal auditor who concluded that the existing internal financial controls are satisfactory to provide reasonable assurance that the university's financial objectives and goals will be achieved.

## RISK MANAGEMENT

Unisa maintains an effective process of risk management to manage key risks. Council's Audit and Enterprise Risk Management Committee oversees Unisa's risk responses to the changing environment. Risk management, the university's risk profile and key risks are dealt with in detail in the sections on risk management and combined assurance on page 141.

*mhla, ti-02 Bhimbidwane 2019 Lenchubo yekuphotfula kanye nekucala kusebenta kwalamazinga kufaka ekhatsi kubonisana netinhlango tebasebenti letihlelekile e-Unisa Bargaining Forum (UBF). Siyemukela kutsi kutsatsa sikhatsi kutfola bantfu labafanele kutsi bangene etindzaweni letifanele, nekutsi loko ngeke kumane kwenteke nje kanye. Ngako-ke silindzele kubona lokuhle, kwengeteka kwelifutse lalokumiswa kwabusha kwalomumo ngemuva kwesikhatsi seminyaka lemitsatfu.*

*Kwekugcina, sivume tinchubomgomo letinengi kulomnyaka, lokufaka inchubomgomo yelutjalomali ngekusekela kutsi sitilawula njani futsi sititjala njani timali tetfu; tinchubomgomo tekutsenga, kanye netinchubomgomo tekusebentela ekhaya netikhutsato telucwaningo.*

## IMIHOLO NELULAWULO LWETINDLEKO

*Tinchubomgomo temiholo temalunga lamakhulu esigungu kanye newemkhandlu, nekutsi tinkhomba letimcoka temsebenti (ema-KPI) ahambisana netinjongo telisubuciko lenyuvesi, tingafundvwa ekhasini le-150 lembiko wekutekubusa kanye nasekhasini le-144 letitatimende temnyaka tetetimali. Kulomnyaka setfule ema-KPI lahlangene nyalo lasagcile kakhulu ekwenteni ncono tilinganisozinga nelizingasimo.*

*Inchitfomali yetfu lenkhulu kakhulu iba setisebentini. Ngekubuka leliphuzu, sibuka ngekwelisubuciko imodeli letawusebenta ngalokusezingeni lelisetulu lesiyivisisa kancono ireshiyo lefanele yemfundzisi- nemfundzi, bese-ke kwehla kusuka kuloko lokufiswako kubhalansisa emkhatsini wetemfundvo netisebenti letisekelako: ireyisho lekhona kwanyalo yetemfundvo kutingcweti netisebenti letisekelako itsi 31:69.*

## KUNTJINTJELA EKWENTENI TINTFO NGENDLELA YEBU-AFRIKA

*Sinikele ekwenteni tintfo ngendlela yebu-Afrika, ngekwemtsetfomgomo, futsi kute ngulomuhla kunenchubekelembili leseventive kuletinye tinhlangothi letingasilukhuni njengekugucula emagama emabhilidi, lokuchubekile nga-2019. Kuguculwa kwekharikhulamu kutsi ifake imihambo yebu-Afrika kutawutsatsa sikhatsi lesidze futsi kuyinchubo lechubekako. Kuyintfo lemcoka inyuvesi legcile kuko, njengaloku kubhalwe ngemininingwane legcwele kumbiko welisekela leshansela.*

*I-SECoC inemsebenti wekwengamela kubhalisa kwetinkontileka 'letinelizingagugu lelisetulu' (ngetulu kwekundlulisele sibopho sekwenta umsebenti se-VP) kanye 'nelizingagugu lelismkhatsini' letinkontileka, irejita 'yalabatsengisa njalo' (k.k. lapho umtsengisi atfole emathenda langetulu kwayinye ngemnyaka); labazuze emathenda emazingagugu lasetulu e-B-BBEE lengakalandzelwa inchubomgomo yekutsenga – kwehluka lokugunyatiwe nalokungakagunyatwa. Kute kuholwe ingucuko e-Unisa, kuvunywe kwalandzelwa ibharomitha yengucucuko (buka likhasi le-83)*

*Lutjalomali lolwengetiwe kusakhiwonchanti, luvunywe ngekulandzela Umtsetfo weTemfundvo Lephakeme, Nombolo 101 wanga-1997, ungatfolakala kumbiko we-CFO kulamakhasi le-34-40 kanye naku-(ICTCoC) ekhasini le-124.*

## COMMITTEES

The committees and subcommittees necessary to give effect to Council's key responsibilities, are properly constituted and have appropriate terms of reference and reporting procedures. The composition of these committees is, where appropriate, boosted by persons who are not members of Council appointed on the basis of the specialist skills and expertise required by those committees.

Summaries of attendance by members at committee meetings can be found on page 117 to 118.

## GOING FORWARD

As explained above in Our Strategic Decision in 2019, as part of our long-term strategy we continue to explore the role of technology in the future of the university. This rising wave continues to expose Unisa, as a leading distance education institution, to intensifying competition. Contact universities will continue to adopt online learning as general technology uptake accelerates and increases. Given in addition government's drive for lower data costs, and growing penetration of the 4th Industrial Revolution, we fortunately have the early advantages of our technology experience and existing systems. Our strongest competitors are private institutions outside of South Africa, as local contact universities currently remain constrained to offer broad scale distance learning. Also, due to the need for accessible affordable, quality, higher education, demand for Unisa admission remains high.

We are making good progress in establishing a science campus able to compete well with contact universities. Despite the state-of-the-art laboratories and facilities at the existing Unisa Science Campus, we still face the pervasive perception challenge that science does not co-exist or coalesce with distance learning.

We know well that it does, but in this context must be cautious to not measure ourselves against contact universities in a different situation.

We also aim to continue strengthening Unisa Business Enterprise, by bringing in a business-minded board to eliminate bureaucracy.

Processes are underway to strengthen the capacity of the Board of Trustees of the Unisa Foundation. In this regard, Council has resolved that the focus should be on recruiting high-profile candidates, including those with a good track record in fundraising, those with a high profile in business and those who had been able to assist the university in the past. The Chancellor has also been consulted in this regard and has given his approval to the process being followed.

## APPRECIATION

Despite the tough operating environment and challenging socio-economic issues in the year, we were able to achieve remarkable progress in our endeavours. I would like to acknowledge the hard work and support of our staff members, both support and academic, who ensure that we remain one of the top universities in Africa. I also extend my thanks to Council colleagues for their wise input and Vice Chancellor Professor Mandla Makhanya for his decisive leadership, both paramount to sustaining sound governance and protecting stakeholder value.

## KUKHATSATEKA LOKUCHUBEKAKO NEKUPHILA KUTETIMALI

*Kusimama kutetimali sisekelo sekusimama kwenyuvesi. I-Unisa iphilile kutetimali, inemfombolusito wetigidzigidzi le-R5 kanye nesabelomali semnyaka lesitigidzigidzi le-R6. Iminingwane lechazwe kabanti yeluphakelo lwetimali ichaziwe kutitatimende tetetimali letihlangaisiwe temnyaka letivela kusukela ekhasini le-144 lembiko walonyaka.*

*Ngekubuka simo setetimali sanyalo senyuvesi, emalunga emkhandlu kanye nemakomitana awo anetisekile kutsi inyuvesi kanye netinkampani letingephasi kwayo tinekukhatsateka lokuchubekako, futsi ngalokufanele tilandzele lokukhatsateka lokuchubekako ekulungiseleleni titatimende tetetimali temnyaka.*

## TINDLELA TANGEKHATSISITSI TEKULAWULA TETIMALI

*Umkhandlu uyibukile imiphumela yekubuketa lokusemtsetfweni lokwemukelekile kweluhlelo lwangekhatsi lwenyuvesi lwekulawula tetetimali kanye nekulawula bungoti, lokufaka ekhatsi kudizayinwa, kufezekiswa kanye nekuba nemphumelelo kwalo. Umkhandlu uphindze futsi wahlola lwatiso kanye netinchazelo letinikwe ngemakomidi lahlukahlukene, kanye netinkhulumiswano letilandzele kanye nebahlolimabhuku bangehandle lokumayelana nemiphumela yeluhlolomabhuku.*

*Luhlelo lwangekhatsi lwenyuvesi lwekulawula luyimphumelelo futsi lwakha sisekelo lesingiso sekulungisa titatimende tetimali letetsembekile. Loluhlelo lwahlolwa ngumhlolomabhuku wangekhatsi, lowaphetsa ngekutsi kulawulwa kwangekhatsi lokukhona kuyanetisa ekunikeni ticiniseko letivakalako kutsi tinjongo tetetimali tenyuvesi kanye nemigomo itawufezekiswa.*

## LULAWULO LWEBUNGOTI

*I-Unisa igcina inchobo lenemphumelelo yelulawulo lwebungoti kute ilawule bungoti lobumcoka. Likomidi leMkhandlu leKuhlola Emabhuku neLulawulo lweBungoti beBhizinisi lingamela kuphendvula kwe-Unisa kwebungoti kusimondzawo lesigucukako. Lulawulo lwebungoti, lugcogco lwetimphawu tebungoti lwe-Unisa kanye nebungoti lobumcoka buchazwe kabanti etincenyeni letiphatselene nelulawulo lwebungoti kanye nesiciniseko lesihlanganisiwe, ekhasini le-133.*

## EMAKOMIDI

*Emakomidi kanye nemakomidana langephasi adzingekile kwenta kutsi tibopho letimcoka temkhandlu, timiswa kahle futsi tiba nemibandzela lekahle lengasetjentiswa kanye netinchubo tekukhipha umbiko. Kwakhiwa kwalamakomidi kuba kutsi, nangabe kufanele, aciniswa bantfu labangasiwo emalunga emkhandlu futsi bakhethwa ngekubuka emakhono lakhethekile kanye nebungcweti lobudzingwa ngulawo makomidi.*

*Tinikamongo tekuhambela imihlangano yelikomidi kwemalunga tingatfolakala emakhasini le-107-108.*

We would like to thank all council members who resigned or retired during the year for their valuable service to the university. To Mr B Zulu, Mr TG Ramasike, Dr B Johnson, Mr BS Khumalo, Professor RS Tshaka, and Ms FE Letlape your hard work and dedication have been greatly appreciated. We wish you well for your future endeavours.

I conclude by acknowledging our responsibility as Council towards all Unisa stakeholders, and undertake to remain alert and respond with agility and ingenuity to the needs of our partners and supporters, and to the environment in which we operate.



Mr AS Simelane  
Unisa Chairperson of Council

## KUCHUBEKELA EMBILI

*Njengaloku kuchaziwe ngenhla kuTincumo Telisubuciko letfu tanga-2019, njengencye yelisubuciko letfu lesikhatsi lesidze siyachubeka nekuhlwaya indzima ledlalwa tebuchwepheshe macondzana nelikusasa lalenyuvesi. Leligagasi lelenyukako liyachubeka nekuveta i-Unisa, njengesikhungo lesiphuma embili semfundvobucalu, kucinisa kuchudzelana. Emanyuvesi lokufundvwa ngekuya kuwo atawuchubeka nekutetayeta kufundza ngekusebentisa i-inthanethi njengaloku buchwepheshe jikelele buchubeke ngesivinini futsi bandza. Kwengeta, ngenca yesikhutsato sahumende sekutsi kube netindleko letiphasi temadatha kanye nekwandza kweTheknoloji Lesheshako, ngenhlanhla sinemalungelomusa asekaleni esipiliyoni setfu lesiphatselene netheknoloji kanye netinhlelo letikhona. Bachudzelani betfu labanemandla tikhungo letitimele letingephandle kweNingizimu Afrika, njengemanyuvesi endzawo lokuyiwa kuwo kuyowufundza kwanyalo anetihibe ekunikeni imfundvobucalu lebanti. Kuphindze futsi, kube ngenca yesidzingo semfundvo lefinyelelekako, leshiphele, nemfundvo lekulizingasimo lelisetulu, sidzingo sekwemukelwa e-Unisa solo sikhulu.*

*Sichubekelembili kahle kakhulu ekusunguleni ikhempasi yetesayensi lechudzelana kahle kakhulu nemanuyvesi lokufundvwa ngekutsi kuyiwe kuwo. Nanome kunemalabhorethi lasezingeni lemhlaba kanye netisetjentiswa letikhona lapha eKhempasi yase-Unisa yeTesayensi, solo sisabukene nensayeya yemcondvo lokhono lotsi isayensi ngeke ibe ndzawonye nome ihlangane nekufundza bucalu. Sati kahle kamhlophe kutsi kuyenteka, kodvwa kulendzikimba kufanele kutsi sicaphele singatikali siticatsanise nemanuyvesi lokufundvwa ngekutsi kuyiwe kuwo lasesimeni lesehlukile.*

*Sihlose futsi kuchubeka nekucinisa umtamo wetebhizinisi ye-Unisa, ngekuvumela kutsi kube nebhodi lenemcondvo webhizinisi kutsi icedze inchubo lebambelako.*

*Kunetinchubo letentiwako tekucinisa emandla ebhodi yebaphatsi beNhlango yase-Unisa. Ngaleyo ndlela-ke umkhandlu uncume kutsi lekumele kutsi kugcilwe kuko kutweba emakhandidethi laneligama lelatiwako, lokufaka ekhatsi labo labanemandvo lomuhle wekukhulisa sikhwama setetimali, labo labaneligama lelatiwako kutemabhizinisi kanye nalabo labakhona kusita lenyuvesi esikhatsini lesengcile. Kubonisenwe futsi neshansela mayelana naloku, futsi wayivuma lenchubo lelandzelwako.*

## KUDVUMISA

Nanome simondzawo sekusebenta simatima kanye netinsayeya tetemnotfo letikhona kulomnyaka, sikhone kufezekisa inchubekelebili lenhle emitameni yetfu. Ngitawutsandza kubonga kusebenta kamatima kanye nekwesekelwa tisebenti tetfu (tisebenti totimbili letisekelako kanye netekufundzisa), leticinisekisako kutsi sihlala singuleny yemanyuvesi lasetulu lapha e-Afrika. Ngitsandza futsi nekubonga labo lesinabo kumkhandlu ngemibono yabo lehlakanihile, kanye nakuLisekela leShansela Solwati Mandla Makhanya, ngebuholi bakhe lobucinile ekutsatseni tincumo, lokuyintfo lemcoka ekusimamiseni kubusa lokubhadlile kanye nekuvikela lizingagugu lalabatsintsekako.

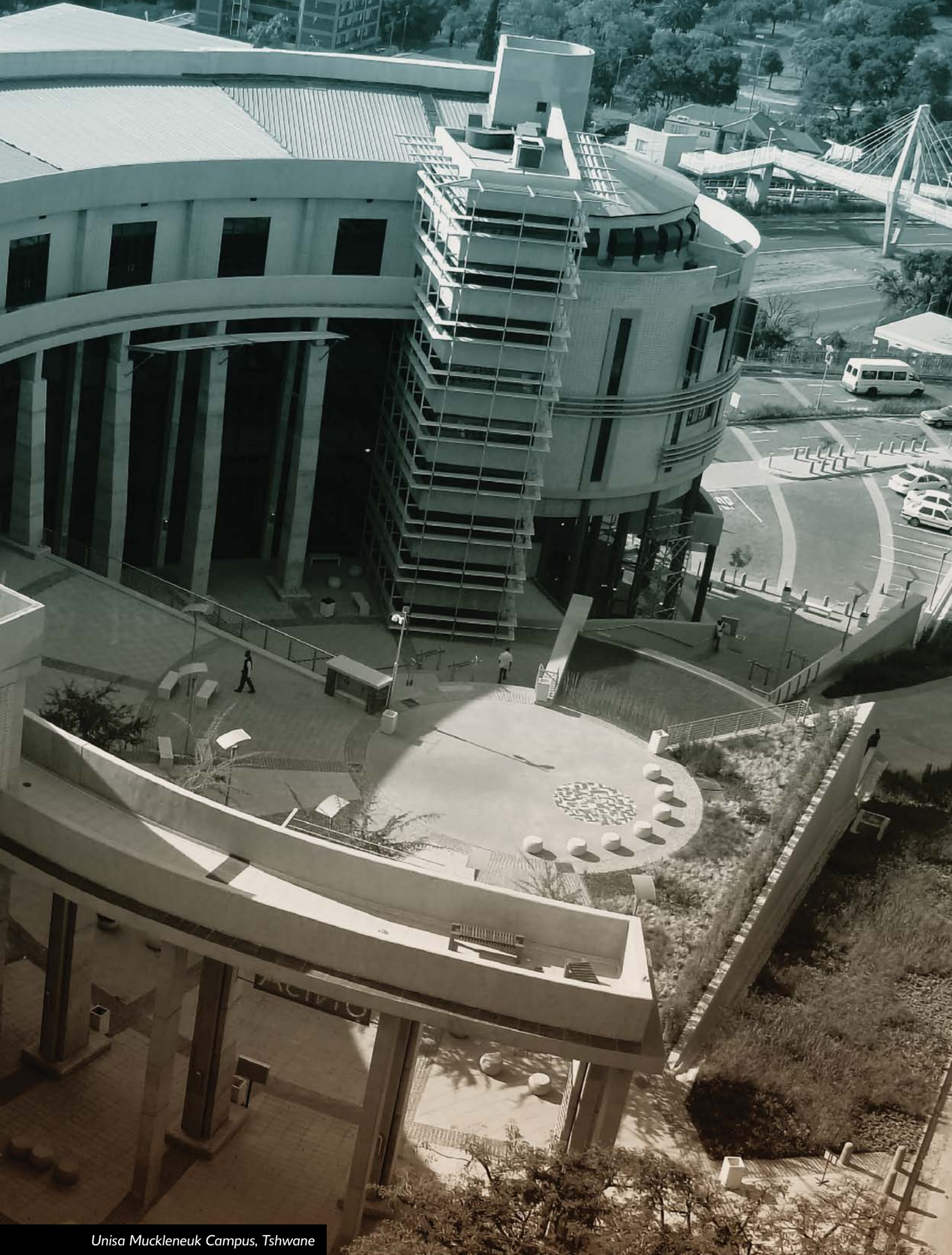
Sitawutsandza futsi nekubonga onkhe emalunga emkhandlu lesula ekubeni malunga nome lawo latsatse umhlalaphasi kulomnyaka ngemsebenti wabo lomuhle labawentele lenyuvesi. Sivakalalisa kubonga kuMnu. B Zulu, Mnu. TG Ramasike, Dkt. B Johnson, Mnu. BS Khumalo, Solwati RS Tshaka naMk. FE Letlape, kusebenta kwenu kamatima kanye nekutinikela kwenu kuyadvumiseka kakhulu. Sinifisela lokuhle kodvwa kuloko lenitimisele kukwenta ngelikusasa lenu.

Ngiphetsa ngekuvuma sibopho setfu, njengemkhandlu, kubo bonkhe labatsintsekako base-Unisa, futsi sitimisele ngekuhlala sicaphele, futsi siphendvule ngekushesha kanye nangelikhono, etidingweni tebalingani betfu kanye nebasekeli betfu, kanye nakusimondzawo lesisebenta kuso.



Mnu. AS Simelane  
Sihlalo weMkhandlu wase-Unisa

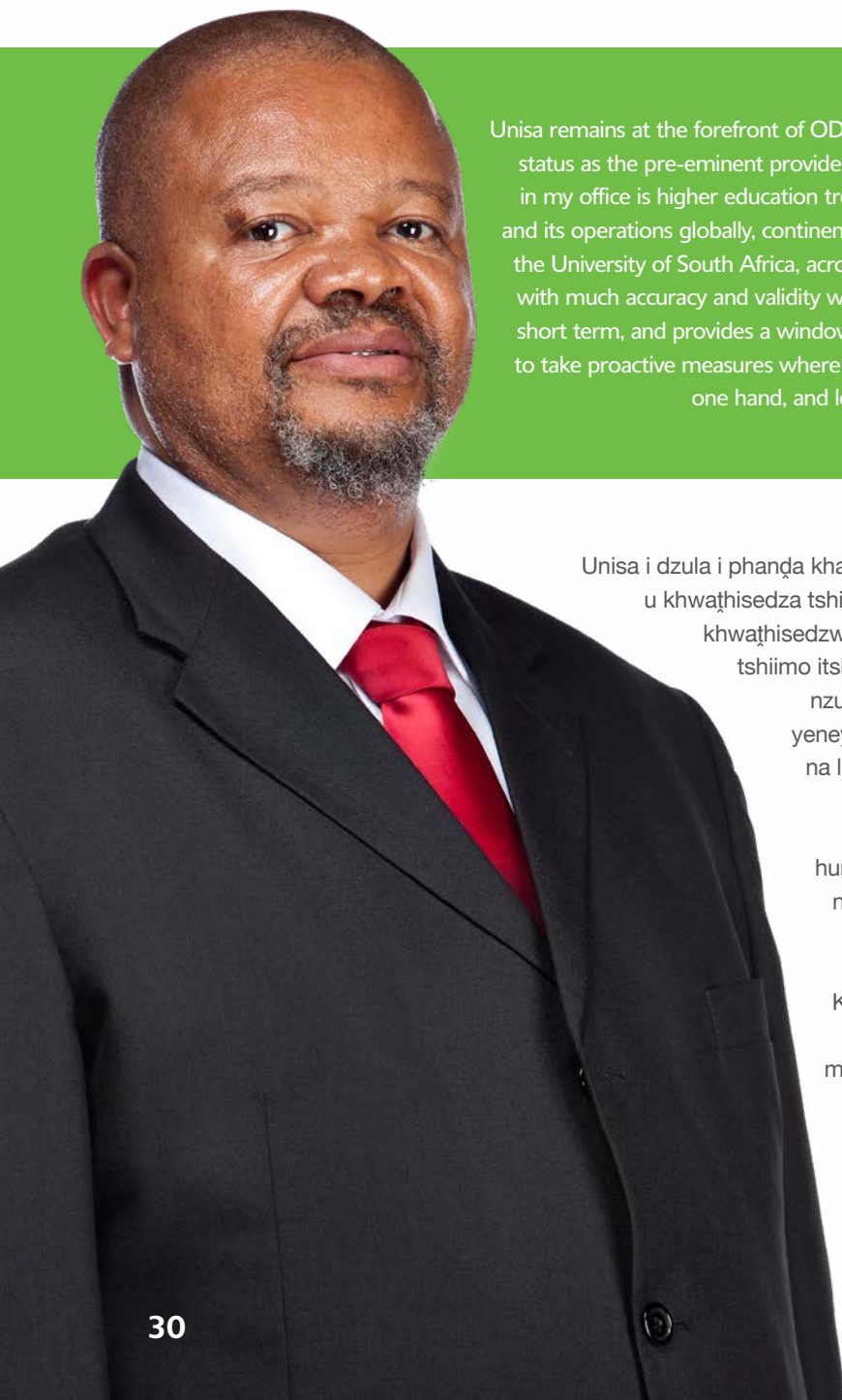
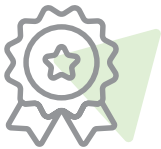




Unisa Muckleneuk Campus, Tshwane

# REPORT OF THE VICE CHANCELLOR

MUVHIGO WA TSHANDA TSHA MUTSHANTSELARA



Unisa remains at the forefront of ODeL, providing demonstrable leadership and reinforcing its status as the pre-eminent provider of quality assured and accredited ODeL. A key function in my office is higher education trend analysis, which is used to contextualise the University and its operations globally, continentally and nationally and to discern how these may impact the University of South Africa, across all of its operations. This practice enables us to predict with much accuracy and validity what challenges are likely to affect our operations over the short term, and provides a window of opportunity for Council and the university leadership to take proactive measures where necessary, to mitigate potentially harmful impacts on the one hand, and leverage on similarly identified opportunities on the other.

Unisa i dzula i phanḡa kha ODeL, u sumbedza u ḡetshedza vhurangaphanḡa na u khwaḡhisedza tshiimo tshayo sa muḡetshedzi muhulwane wa ndeme yo khwaḡhisedzwaho na ODeL yo akhiredithiwaho. Ri tshi khou tikedza tshiimo itshi, mushumo muhulwane ofisini yanga ndi u saukanya nzulele ya pfunzo ya ḡḡha, une wa shumiswa kha nyimele yeneyo yunivesithi na kushumele kha ḡifhasi ḡoḡhe, dzhangano lushaka na u khethekanya uri izwi zwi nga kwama hani yunivesithi na kushumele kwayo kwoḡhe. Mbuelo ya kushumele uku ndi ya uri a ku ri konisi fhedzi u kona u hambulela nga maanḡa ḡḡila yone na u khwaḡhisedza uri ndi dzifhio khaedu dzine dza nga vha na khonadzeo ya u kwama kushumele kwashu lwa tshifhinga tshipfufhi, fhedzi ku dovha kwa ḡetshedza tshifhinga tshḡḡuku Khoro na vhurangaphanḡa ha yunivesithi u dzhia maga o khwaḡhaho ho teaho, u fhungudza masiandaitwa mahulwane a tshinyalelo kha ḡḡḡwe sia, na u langula kha zwikhala zwi fanaho zwo topolwaho kha ḡḡḡwe sia.

*Professor MS Makhanya  
Principal and Vice Chancellor*



## THE UNIVERSITY OF SOUTH AFRICA IN CONTEXT

During 2019, the following trends were observed and analysed to provide context and determine their impact on Unisa.

Profound global transformation, akin to a revolution, is heralding a new world order which is finding its echoes in higher education. Key drivers of the transformation are: cumulative and compounded technological and digital advances; issues around global sustainability and security; a “borderless,” accessible, yet exclusionary and deeply unequal world; similarly borderless higher education in which the private and public are competing for the same students; changing perceptions of the role of the university, the nature and purpose of education and the future world of work; and the global spread of nationalism and fascism, serious social disorder and violence and a transitional period of leadership and governance between the “old guard” and the “new”. All of these have, to a greater or lesser extent, been impacted by, or have used the internet and various social media as a force for transformation, mobilisation, attracting adherents/ students, lobbying for, and rallying around a wide range of causes and movements for change.

Higher education therefore finds itself occupied with the nature and purpose of education in the 21st Century, and, given what is unfolding in the socio-economic and political domains, how we can ensure that societies, leaders and management, staff (academic, professional and administrative) and students of all ages unlearn, re-learn and learn anew so that they will be able to navigate and succeed in the “new world”. To offer some context in regard to the magnitude and scope of the change in higher education, Veldsman (2019)<sup>1</sup> states: “Four examples illustrate higher education institutions’ growing irrelevancy:

- It is estimated that by the third year of their undergraduate studies, half of each student’s knowledge, skills and expertise is already outdated;
- Recipient organisations of graduates claim that it takes graduates at least two to three years to start making a real contribution;
- At present, 65% of all new knowledge is being generated outside of higher education institutions;
- The number of corporate universities – in-house learning academies within these organisations – is predicted to soon exceed formal universities or may have already.”

When it comes to Africa and South Africa, a sobering dimension is added to this picture. Forty-one percent (41%) of the African Population is under the age of 15 and the mean age of the continent is only 18. In South Africa, our demographics indicate that the citizens in the 0-14 year category comprise 28.27% of the population; 15-24 years: 17.61%; 25-54 years: 41.78%; 55-64 years: 6.66%; and 65 years and over: 5.68%. That means that 45.88, nearly half of our population is under the age of 25! This cohort represents our future. Together with the working population (aged 25 to 54) we find almost nearly 88% of the population represented. These data have very serious implications for the provision of a quality education and higher education on the continent and there is no doubt that ODeL, together with a dedicated programme of collaboration that includes the sharing and leveraging of facilities and capacities, will be the most viable means of managing what is likely to be a crisis of education provision within the next decade. It is therefore very pleasing to be

## YUNIVESITHI YA AFRIKA TSHIPEMBE NA ZWOŦHE ZWI ELANAHO NAYO

Nga 2019, nyimele dzi tevhelaho dzo sedzwa khadzo na u saukanywa u űetshedza nyimele na u ta masiandaitwa azwo kha Unisa.

*Tshanduko ya Jifhasi khulwanesa, zwi fanaho na mvutshelano, i sumbedza ndaela ya Jifhasi Jiswa Jine Ja khou wana ndovhololo yayo kha pfunzo ya nűha. Vhatshimbidzi vhahulwane vha tshanduko ndi: u engedza na u bveledza thekhinolodzhi na u bveledzisa didzhithala; mafhungo nga ha u sa nyeűha ha Jifhasi na tsireledzo; u “sa vha na mikano,” u swikelelea, ngeno zwi songo katelwa na u vha Jifhasi Ji sa lingani tshoűhe, u fana na u sa vha na mikano ha pfunzo ya nűha hune muvhuso na phuraivethe vha vha vha tshi khou űaűisanela matshudeni anea mathihi; vha tshi shandukisa mbonalo dza mushumo wa yunivesithi, vhuvha na ndivho ya pfunzo na vhumatshelo ha Jifhasi Ja mushumo; na u phaűalala ha Jifhasi nga khethekanyo na mutsiko, nyofho khulwane dza matshilisano na khakhathi na tshifhinga tsha u bva ha vhurangaphanűa hu tshi dzhena vhuűwe na kuvhusele vhukati ha “miraűo ya kale” na “miswa”. Zwoűhe hezwi, nga huhulu kana zwiűuku, zwo kwamea nga, kana zwo shumisa inthanethe na nyandadzamafhungo dza matshilisano dzo fhambanaho sa maanűa a tshanduko, u kuvhanganya, u kunga vhatikedzi/matshudeni, u űuűuwedza, na u thusa u tikedza zwithu zwinzhi zwo fhambanaho zwi vhangaho u sudzuluwa ha tshanduko.*

*Pfunzo ya nűha nga zwenezwo i űi wana i khou shuma nga vhuvha na ndivho ya pfunzo nga űanwaha 21, na, u űetshedza zwine zwa khou ambiwa kha masia a poűotiki na ikonomi ya matshilisano, naa ri nga khwaűhisedza hani zwitshavha izwo, vharangaphanűa na ndaulo, vhashumi (vha akademi, phurofeshinaűa na ndaulo) na matshudeni vha vhukale hoűhe u űutshela kule na maitele a kale, u guda hafu na u guda u bva mathomoni uri vha kone u tshimbidza na u bvelela kha “Jifhasi Jiswa”. U űetshedza inwe nnyimele zwi tshi űa kha vuhulu na tshikoupu tsha tshanduko ya pfunzo ya nűha, Veldsman (2019) vho bula uri: “Tsumbo nűa dzi sumbedzaho zwiimiswa zwa pfunzo ya nűha’ nyaluwo ya u sa tea:*

- *Hu humbulelwa u pfi nga űwaha wavho wa vhuraru wa ngudo dzavho dza muthu a sa athu u űhaphudza digirii, hafu ya nűivho ya mutshudeni muűwe na muűwe, zwikili na vhukoni zwi vha zwi si tsheho tshifhingani;*
- *Zwiimiswa zwine zwa űanganedza vhatelwadigirii zwi khwaűhisedza uri zwi dzhela vhatelwadigirii miűwaha mivhili ya fhasisa u thoma u shela mulenzhe zwa vhukuma;*
- *Zwazwino, 65% ya nűivho ntswa yoűhe i bveledzwa nga nnűa ha zwiimiswa zwa pfunzo ya nűha;*
- *Tshivhalo tsha zwigwada zwa yunivesithi — vhoraakademi vhane vha guda nga ngomu kha izwi zwiimiswa – vha lavhelelwa uri hu si kale vha űo vha vha tshi fhira yunivesithi dza fomaűa kana dzi nga vha.”*

*Musi zwi tshi űa kha Afrika na Afrika Tshipembe, u ela kuhumbulele zwo engedzwa kha itshi tshifanyiso. Phesenthe ya fuűa nthihi (41%) ya vathu vha Afrika vha fhasi ha vhukale ha 15 tshivhalo kati tsha dzhangho ndi 18 fhedzi. Afrika Tshipembe, tshivhalo tshashu tshi sumbedza uri vhadzulapo*

<sup>1</sup> Veldsman, T. H. (2019). *Higher education institutions need to face up to the future.* <https://mg.co.za/article/2019-06-28-00-higher-education-institutions-need-to-face-up-to-the-future>. Accessed 28 June 2019.

able to report that Unisa has already begun a vigorous programme of local, continental and international collaborations to advance our own, and the continental higher education agenda.

One finds these changing demographics materializing at Unisa, where its overwhelmingly mature student body of the past is changing fairly rapidly to an increasingly younger demographic. The University is engaged in a process of assessing and catering for this changing picture.

One also noted in 2019, a growing focus globally, on gender parity, lifelong learning, issues around decoloniality and social justice and perhaps aligned to that, a sharp increase in technology enhanced courseware development, particularly in regard to ways and means of ensuring the basic skills of deep learning, critical thinking and analytical thinking and ability. Together with effective assessment, these are the foundational requirements for quality learning and scholarship. It should also be noted that learning analytics and the various ramifications of using student and other institutional data (in terms of privacy, ethics and profits, for example) is a growing conversation to the extent that it would appear to constitute a quasi education discipline.

The notion of Decoloniality also gained traction in 2019, with a number of research articles, and opinion pieces emanating from countries such as the USA, the UK and Spain. South Africa, and Unisa in particular, has been at the forefront of this push for decoloniality. I can say with some confidence that I believe that Unisa is at the vanguard of decoloniality and transformation in South African Higher education and that is something of which we can be proud. It is difficult and complex work, but it is also very necessary work. Similarly, we need to appreciate that Unisa was the progenitor of social justice and access in education and was in fact the first University to use access as a criterion and precursor for social justice and redress, which are embedded in our Constitution (Bill of Rights), our HE Act and its amendments, and the National Plan on Higher Education (2001).

Unisa has therefore responded proactively to all of these trends and realities. In 2019 Unisa shifted its gaze to the deliberate advancement of the Academe, with the simultaneous improvement of our entire quality regime. The year 2019 therefore marked a concerted drive for academic and research excellence in the context of our transformation, supplemented by equally concerted attention to Unisa's quality regime, which was tested during the Commonwealth of Learning audit. Together these provided a much needed injection of excellence across all spheres of institutional endeavour while improving the student experience and advancing our brand reputation.

The context provided above again indicates not only the urgent necessity of conducting research to prepare South Africa and the Continent for the huge challenges that lie ahead in regard to the socio-economic and political ramifications of massive growth and massive poverty deficits, as well as our own quite radical transformation imperatives, but they also speak to the equally urgent necessity for visionary strategizing and planning to ensure Africa's sustainability over the longer term. There is clearly much work to do, with limited resources and capacity. Properly envisioned and strategized, Unisa could play a seminal role in Africa's rise as a global player in research on virtually all academic disciplines.

The year 2019 was busy and productive, characterized internally by a deliberate focus on institutional transformation, and externally,

*kha khethekanyo ya miŋwaha 0-14 vha bveledza 28.27% ya tshivhalo; miŋwaha ya 15-24: 17.61%; miŋwaha ya 25-54; 41.78%; miŋwaha ya 55-64: 6.66%; na miŋwaha ya 65 na u fhira: 5.68%. Hezwi zwi amba uri 45.88, u hovhelela hafu ya vthathu vhashu vha fhasi ha vhukale ha miŋwaha ya 25! Tshigwada hetshi tshi imela vhumatshelo hashu. Na vthathu vhane vha shuma (vha vhukale ha 25 u swika 54) ri wana phesenthe dzine dza lingana 88% dza vthathu vho imelelwaho. Data heyi ina mveledzwa dza ndeme nga maanḁa kha u ṅetshedza pfunzo ya ndeme na pfunzo ya ṅṅha kha dzhangona na uri a hu na u kanakana uri ODeL, na mbekanyamushumo dzo kumedzelwaho dza tshumisano dzine dza katela u kovhanya na u shumisa zwileludzi na vhukoni, i ḁo vha yone ṅḁila ya ndeme ya u langula zwine zwa nga vha khakhathi dza ṅḁisedzo ya pfunzo miŋwaha ya fumi i ḁaho. Nga zwenezwo zwi a takadza nga maanḁa u kona u vhiga uri Unisa yo no thoma na mbekanyamushumo dza ndeme dza tshumisano yapo, dzhangona, na Dzitshaka u khwinisa zwashu, na adzhenda ya pfunzo ya ṅṅha ya dzhangona.*

*Ri sedza tshanduko hedzi dza tshivhalo tsha vthathu dzi tshi bvelela Unisa, hune tshiimiswa tshihulwane tsha matshudeni a tshifhinga tsho fhiraho tshi khou shanduka u ṅavhanya zwavhuḁi kha u gonyisa tshivhalo tsha vhaswa u ṅavhanya. Yunivesithi i khou ḁidzhenisa kha kuitele kwa u asesana u ṅetshedza tshifanyiso tsha tshanduko iyi.*

*Ri dovha ra dzhiela ṅṅha nga 2019, nyaluwo i vhonealaho liḁhasini loḁthe, nga ha ndinganyiso ya mbeu, u guda ha tshifhinga tshilapfu, mafhungo nga ha u ṅutshela kule na mafhungo a zwa vhukoloni na vhumukanyi ha matshilisano na ṅhanwe zwi tshimbilelanaho nazwo, u engedzea nga maanḁa ha thekhinoḁodzhi u khwinisa mveledziso ya mbekanyamushumo dza pfunzo dzine dza shumiselwa u funza na u guda, nga maanḁa zwi tshi ḁa kha ṅḁila dza u khwaṅhisedza zwikili zwa mutheo zwa u guda tshoḁthe, muhumbulo wa u fhaṅa na muhumbulo wa u saukanya na vhukoni. Zwo ṅangana na asainimenthe dza vhukuma, hedzi ndi ṅhoda dza mutheo dza ndeme ya u guda na pfunzo. Zwi tea hafu u dzhielwa ṅṅha uri u guda na u saukanya na u tshimbizwa u ṅavhanya hu tshi shumiswa matshudeni na inwe data ya tshiimiswa (u ya nga tshiphiri, vhuḁilisi na mbuelo, sa tsumbo) ndi nyambedzano khulwane u swikela hune ya vhoneala i tshi bveledza tshipiḁa tsha sia la pfunzo.*

*Muhumbulo wa u ṅutshela kule na zwa Vhukoloni nawo wo vhuvelwa nga khakhathi dza 2019, nga tshivhalo tsha athikili dza ṅhodaḁiso, na zwipiḁa zwa muhumbulo zwi bvaho kha mashango a ngaho USA, UK na Spain. Afrika Tshipembe, na Unisa nga yeneyo ṅḁila, vho vha vha phanḁa kha nndwa iyi ya u lwa na u fhelisa zwa vhukoloni. Ndi nga zwi amba ndo fulufhela uri ndi a tenda uri Unisa i khou ranga phanḁa mafhungo a u ṅutshela kule kha zwa vhukoloni na tshanduko kha Pfunzo ya ṅṅha ya Afrika Tshipembe na hezwi ndi zwithu zwine ra nga ḁihudza ngazwo. Ndi mushumo u konḁaho nga maanḁa, fhedzi wa dovha wa vha mushumo wo teaho nga maanḁa. Nga yeneyo ṅḁila, ri tea u dzhiela ṅṅha uri Unisa ndi muthomi wa vhumukanyi ha matshilisano na u swikelela kha pfunzo na uri nga ngoho ndi yunivesithi ya u thoma ya u shumisa ṅḁila na u vha murangaphanḁa wa vhumukanyi ha matshilisano na u vhuvedzedza, zwo dzheniswaho kha Ndayotewa yashu (Milayotibe ya Ppanelo), Mulayo wa HE washu na khwiniso dzawo, na Pulane ya Lushaka ya Pfunzo ya ṅṅha (2001).*

by a dynamic, disruptive context, that held no certainties but that there would be ongoing disruption for some time to come. Our transformation has not been uni-dimensional in 2019. At Unisa we have an academe that has demonstrated its commitment to their own development and progress and to the growth of their disciplines and research, including through collaborations. The number of our rated researchers is growing year-on-year, our academics are receiving accolades and being appointed to important boards and committees in acknowledgement of their professionalism and expertise, and we are proud to say that we have a number of academic staff who are at the forefront in their fields. It is perhaps not fair to single out any discipline or field, but we are receiving a lot of attention for the work we are doing in Sustainability, Agricultural Sciences and in Science, Engineering and Technology in particular. Much of that work is linked to community engagement, to Multi-inter-and transdisciplinarity and to collaborations across institutions and borders. Some of our academics are coming to the table and showing just what this institution is capable of when our staff exercise genuine professionalism and commitment to their disciplines.

As the only dedicated comprehensive distance education university in South Africa – and an ODeL university – understanding our macro context is critical to ensuring that we have the vision and supporting strategy to respond appropriately and proactively, so as to entrench Unisa's relevance and ultimately, its sustainability.

In evaluating my own performance, I measure my progress in building a legacy that allows people in Africa to reclaim their humanity. A culture of inclusiveness means understanding that we each and every one of us, offers something valuable to the future. While this report sets out Unisa's advancement in this regard in the year, what truly excites me most, is what still lies ahead.

## OUR PERFORMANCE AND TRANSFORMATION PROGRESS

I am pleased with our progress in achieving our targets during the year (see the Annual performance report on page 214 for further detail). Unisa's activities are closely aligned to the institutional indicators that measure our performance and sustainability, as well as the 2019 performance plan, which builds on previous efforts towards achieving the 2030 Unisa Strategy. Our performance has continued to improve over the year and details are to be found in this report. We are also beginning to reap the benefits of our investment in ICT and infrastructure. Our annual performance plan, aligned to the risk register, gives expression to the key risks associated with the strategic intent of the university and supports the delivery of Council's approved objectives together with sound risk management, to ensure that resources and activities are concentrated on those areas of greatest risk and the priority areas of Council. The performance plan is also intricately linked to our transformation charter.

Unisa is progressing well compared to other HEIs. The university delivered around 50 000 graduates annually as a major contributor to and driver of a skilled labour market in the country. Specifically, Unisa's track record in post-graduates continues on a pleasing upward trajectory. In 2019 we outperformed our standing record in Doctorates and Masters Degrees awarded. Those graduating with postgraduate qualifications exceeded 14 000. This reflects a credible improvement in the area of teaching and learning, although it must be acknowledged that maintaining this positive curve will present a challenge as we head forward. We have done exceptionally well in ensuring high rates of graduations and the next step relates to

*Unisa nga zwenezwo yo fhindula yo sedza thodea dza tshifhinga tshidaho kha zwothe nzulele na ngoho izwi. Nga 2019 Unisa yo sudzulusa mbonalo yayo u vha mveledziso ya akademi, hu na u khwinisa mazha ha ndeme yothe ya ndaulo. Nwaha wa 2019 nga zwenezwo wo vha nwaha wa u qifunga kha u tshimbida akademi na vhukoni ha thodisiso kha nyimele ya tshanduko, zwa engedzwa nga u qifunga hu linganaho ha u dzhiela ntha ndeme ya ndaulo, zwo neshedzwaho nga tshifhinga u tola Ngudo dza Lushaka. Zwothe hezwi zwi neshedza nyengedzedzo ya thodea ya vhukoni u mona na masia othe u alusa tshiimiswa ngeno hu tshi khou khwiniswa tshenzhelo ya mutshudeni na u bvela phanda na tshiimo tsha pfungavhufe yashu.*

*Nyimele ye ya neshedzwa hafu afho ntha a i sumbedzi fhedzi zwithu zwo teaho zwa shishi zwa u ita thodisiso u lugisela Afrika Tshipembe na dzhangho kha khaedu khulwane i re phanda zwi tshi da kha ikonomi ya matshiliso na mveledzwa dza polotiki dza nyaluwo khulwane na vhusayi vuhulwane, na tshanduko yashu thodea dzashu khulwane ya ndeme, fhedzi zwi dovha zwa amba na u tea ha shishi hu linganaho kha tshirathedzhi tsha bono na vhumulani u khwathisedza mvelaphanda i sa nyezhi ya Afrika lwa tshifhinga tshilapfu. Hu na mushumo ure khagala une wa fanelwa u itwa, nga zwiko na vhukoni ho pimiwaho. Zwo dzudzanywaho zwavhudi na tshirathedzhi, Unisa i nga shuma mushumo wa u juwuedza sa mutambi wa lifhasi kha thodisiso nga kha lubuvhi sia kha masia othe a akademi.*

*Nwaha wa 2019 wo vha nwaha wa mveledziso na u shuma, wo taluswaho nga ngomu nga u sedza nga vhurongwane kha tshanduko ya tshiimiswa, nga nnda nga tshanduko ya u thithisa nyimele ine ya sa neshedze khwathisedzo u fhirisa ngoho ya uri hu dovha na u thithisea hunzhi hu yaho phanda lwa tshifhinga tshifhinga tshidaho. Tshanduko yashu a i athu u vha ya sia lithihi. Unisa ri na akhademi yo sumbedzisaho u dikumedzela hayo kha mveledziso yayo na mvelaphanda na kha nyaluwo yayo ya masia ayo na thodisiso, hu tshi katelwa tshumisano yo fhelelaho. Tshivhalo tsha vhatodisisi vhashu vha ndeme tshi khou aluwa nwaha nga nwaha, vhoraakademi vhashu vha khou wana pfufho na u tholiwa kha bodo na komiti dza ndeme, hu tshi khou dzhielwa ntha phurofesheni na vhukoni havho, na uri ri khou qihudza uri ri na tshivhalo tsha vhashumi vha akhademiki vha re phanda kha masia avho. Zwi nga vha zwi si zwavhudi uri ndi topole lirwe sia lo tiwaho kana sia, fhedzi ri khou tanganelana u dzhiela ntha thuso kha mushumo une ra khou ita kha masia a u bvela phanda na u sa nyezhi, kha Saints dza Vhulimi na kha Saints, Inzhiniarini na Thekhinojodzhi nga yeneyo ndila. Vhunzhi ha uyo mushumo ho jumanywa u dzhenelana ha tshitshavha, kha vhunzhi, u tanganelana na masia o fhambanaho na Tshumisano u mona na zwiimiswa na mikano. Vhunzhi ha vhoraakademi vhashu vha khou sumbedza uri ndi zwifhio zwine tshiimiswa itshi tsha kona musi vhashumi vhashu vha tshi sumbedza phurofeshinalisimu ya vhukuma na u dikumedzela kha masia avho.*

*Musi ri tshi tou vha fhedzi yunivesithi ya u guda u kule yo fhelelaho yo dikumedzelaho ya Afrika Tshipembe – na yunivesithi ya ODeL – u pfesesa nyimele yashu khulwane ndi zwa ndeme u vhona zwa uri ri na bono na u tikedza tshirathedzhi u fhindula nga u javhanya nga ndila yo teaho u itela u bvedza Unisa nga ndila yo teaho na, mafhedziseloni, ndi mveledziso i sa nyezhi.*

ensuring that we are producing a large percentage of graduates who are making a significant contribution to the knowledge economy, contributing long lasting solutions to societal problems and taking leadership roles in furthering our inclusivity agenda. We intend refocussing on this deliberate plan for students who are enrolling for masters and doctoral degrees, which is likely to have an initial negative impact on graduation rates.

We also achieved significant strides in our drive for student-centricity in the 21st century. Throughout the year we continued to bolster our student services, through:

1. The reintroduction of the student communication centre whose mandate is to be responsive to student queries.
2. Supporting students with cheaper access to online learning options through the negotiation of zero-rated access to internet-based learning resources.
3. Continued increase in teacher competence in best practice pedagogical approaches that maximise student involvement in the learning journey e.g. all the courses that we offer our academics about online teaching, support the idea that teaching should be student centred and reflective of the student's learning preferences.

Notably, Unisa resuscitated the Student Communication Service Centre in the revised context of new technology. This has assisted us to better track enquiry, response and query-resolution rates, for improved measuring of our performance, determining student issues, identifying and refining focus areas, and highlighting and resolving bottlenecks.

We have finalised the new ICT blueprint for Unisa and implementation is underway. I have confidence that we are firmly on track and can begin to propel a turnaround in both service delivery and institutional efficiency over the coming months. Both student and staff systems have been advanced and upgraded to enable Unisa to move into the future, transactionally. The power of technology to catapult HEIs, and specifically distance learning HEIs, into tomorrow, cannot be underestimated and so will remain a key focus area going forward.

In the year we noted that the majority of National Student Financial Aid Scheme (NSFAS)-funded students have tended to lag academically. On a lens-analysis, we determined that this speaks mainly to socio-economic and transformational issues, with most of these students coming from previously disadvantaged households. The introduction in 2019 of NQF level 5 examination papers in all indigenous languages has assisted with improving throughput in this category of students. Interestingly, while their responses remain predominantly in English, by enabling a clearer understanding of what is being asked in a familiar mother tongue, performance has been enabled to improve.

## TEACHING AND LEARNING

Our continued journey of evolution encountered a well-intentioned but tumultuous start in 2019. In our attempt to limit access to qualifications without appropriate South African Qualifications Authority (SAQA) accreditation, miscommunication resulted amongst colleagues and students with a consequently diminished student enrolment for the year. We immediately launched a focussed liaison with DHET officials in an effort to fast-track the resolution process. I am pleased to confirm that all qualifications offered by Unisa are SAQA-accredited. 2019 marks a concerted drive for academic and research excellence in the context of our transformation, and this is

*Musi ndi tshi ela kushumele kwanga, ndi ela mvelaphanda yanga zwi tshi ya nga u fhaṭa ifa line la ḑo tendela vthathu vha Afrika u ita mbilo hafhu ya vthathu havho. Mvelele ine ya katela zwi amba u pfelesa uri muriwe na muriwe washu u ṅetshedza tshirwe tshithu tsha ndeme kha vhumatshelo. Musi muvhigo uyu u tshi bvisela khagala mvelaphanda ya Unisa kha ili sia ṅwahani wo fhiraho, zwine zwa ntakadza ndi zwi re phanda.*

## MVELAPHANDA YA TSHANDUKO NA KUSHUMELE KWASHU

*Ndi khou takadzwa nga u swikelela tshivalo tsho tiwaho tshashu kha ṅwaha (kha vha sedze muvhigo wa Kushumele kwa ṅwaha nga ṅwaha kha siaṭari 143 u wana zwidodombedzwa nga vhuḑalo). Mishumo ya Unisa i elana na zwisumbi zwa tshimiswa zwine zwa ela kushumele kwashu na mvelaphanda yashu i sa nyethi, na pulane ya kushumele ya 2019, ine ya fhaṭa kha nungo dza kale dzo livhiswaho kha u swikelela Tshithathedzhi tsha Unisa tsha 2030. Kushumele kwashu kwo bvela phanda na u khwinisea kha ṅwaha, zwidodombedzwa zwi ḑo wanala kha muvhigo uyu. Ri khou thoma u kana mbuelo dza vhubinduzi hashu kha ICT na themamveledziso. Pulane yashu ya kushumele ya ṅwaha nga ṅwaha, i tshimbilelana na khohakhombo dzo ṅwaliswaho, u bvisela khagala kha khohakhombo khulwane dzi tshimbilelanaho na u khwaṭha ha tshithathedzhi tsha yunivesithi na thikhedzo ya u swikelela zwipikwa zwo themedelwaho nga Khoru, na ndangulo ya khohakhombo i pfadzaho, u vhona zwauro zwiko na mishumo zwo sedza kha ayo masia a khohakhombo khulwane na masia a ndeme a Khoru. Pulane ya kushumele i dovha ya vha na vhuṭamani na Thendelonziwa ya tshanduko yashu.*

*Unisa i khou bvela phanda zwavhuḑi musu i tshi vhambedzwa na zwiṅwe zwiimiswa zwa HEI. Sa mushela mulenzhe muhulwane kha na mutshimbidzi wa zwikili zwa mushumo kha shango, yunivesithi yo bveledza vhatelwadigirii vha 50 000. Nga maanda, rekhodo ya kushumele ya Unisa zwi tshi ya nga u bvela phanda ha vhatelwadigirii kha u ya phanda na ṅdila i takadzaho. Nga 2019 ro fhirisa rekhodo yashu i re hone zwi tshi ḑa kha u avhela digirii dza Masitasi na dza vhudokotela, na matshudeni a fhiraho 14 000 vho wanaho ndalukanyo dza ṅtha ha vhatelwadigirii. Hezwi zwi sumbedza khwiniso yavhuḑi kha sia la pfunzo na u guda, naho zwi tshi tea u dzhielwa ṅtha uri u dzudza vhuimo uvhu a zwi nga leluwi musu ri tshi ya phanda. Vho shuma zwavhuḑi kha u khwaṭhisedza phimo dza ṅtha dza giraduesheni, Iḑa Iḑi tevhelaho Iḑi tshimbilelana na u vhona zwauro ri bveledza phesenthe ya ṅtha ya vhatelwadigirii vhane vha ḑo shela mulenzhe zwihulu kha ṅdivho ya ikonomi, vha ṅetshedza thasululo dza tshifhinga tshilapfu dza thaidzo dza matshilisano na u dzhia mishumo ya vhurangaphanda kha u isa phanda adzhenda yashu yo katelaho. Ro ḑiimisela u sedza hafhu kha pulane heyi nga vhuronwane kha nyimele ya matshudeni vhane vha khou ḑirwalisa kha digirii dza Masitasi na vhudokotela, naho hu tshi nga vha na khonadzeo mathomoni ya mveledzwa dzi si dzavhuḑi kha phimo dza giraduesheni.*

*Ro dovha ra shuma zwihulwane kha u tshimbidza u ḑisendeka nga matshudeni kha ḑairwaha 21. Kha ṅwaha woṅthe ro bvela phanda na u khwaṭhisedza tshumelo dza matshudeni ashu nga kha:*

1. *u ḑivhadzwa hafhu ha Senthara ya Tshumelo ya Vhudavhidzani ya Matshudeni, ine mushumo wayo ha vha u fhindula mbudziso dza matshudeni.*

being supplemented by equally concerted attention to Unisa's quality regime, which was tested during the Commonwealth of Learning "COL" audit which was conducted during 2019. The second draft of the Self-Evaluation Report was produced in July and the Council for Higher Education (CHE) audit is scheduled to take place this year.

While this disordered start to the year was unfortunate, the situation did expose a unique opportunity to focus deliberately on an improved throughput to compensate for reduced enrolment. Preceded by a gradually improving throughput over the past number of years, this focus in 2019 saw Unisa's proxy graduation rate hovering at 12.8% – 2019 graduation data based on second submission HEMIS data (still subject to final audit). The pass rate for the October/November exams was 71.5% (2018: 74.0%) which is lower than the exam sitting target of 74% for 2019. We acknowledge that there is still more work to be done in this regard and are determined to continue improving as our funding support hinges largely on our success in this regard. At the same time, we continue aiming at a standard of excellence reflecting in the ability of our graduates to demonstrate a high standard of education and to effectively share what they have learned.

Unisa has adopted a decolonial approach to the transformation of the curriculum, with some notable progress in the year driven by a number of sometimes painful, even disruptive public discussion fora. These are, in our view, crucial and I can say with confidence that Unisa is at the vanguard of decoloniality and transformation in South African higher education.

In addition to increasing use of technology, as explained above in Our Performance and Transformation Progress, teaching methods continue to move to a more facilitative role for educators; greater student involvement; content that is more contextually relevant; and more streamlined and efficient assessment practices. With so much information online and available for free to students, greater use is also being made of Open Education Resources and open learning practices in the restructure of curricula to ensure we stay current.

Our academe has demonstrated its commitment to individual development and progress, as detailed below in Our People, but also to the growth of their disciplines and research, including through collaborations. The number of our NRF-rated researchers is growing year-on-year and our academics are consistently receiving accolades and being appointed to important boards and committees in acknowledgement of their expertise. In 2019 our NRF-rated researchers increased to 231 from 225 in 2018. This forms our certainty that we have academic staff who are objectively at the very forefront in their fields.

Much of the work receiving attention is linked to community engagement, to multi-inter- and trans-disciplinarity and to collaborations across institutions and borders. This has resulted in milestone achievements, such as meeting our ambitious target of three registered patents for 2019. Achieving this in a single year, especially for a distance education and non-research comprehensive university, is a watershed moment. We trust that the patents will contribute to our revenue streams going forward.

2. *u tikedza matshudeni nga kha u swikelela hu sa quri u nanga u guda nga kha lubuvhisia nga u ita nyambedzano dza phimo ya ziro ya u swikelela zwiko zwa u guda zwo qisendekaho nga inthanethe.*
3. *u bvela phanḁa u engedza vhukoni ha u funza nga ngona dza maitele a re khagala a u funza ane a shumisesa tshoḁthe u qidzhenisa ha mutshudeni lwo fhelelaho kha u guda. U swika zwino, khoso dzoḁthe dza u funza kha lubuvhisia dzine ra ḁetshedza thikhedzo ya akhademiki yashu muhumbulo wa uri u funza hu fanela u qisendeka nga mutshudeni na u sumbedza zwine matshudeni a takalela u zwi guda.*

*Nga maanḁa, Unisa yo phulusa Senthara ya Tshumelo ya Vhudavhidzani ha Matshudeni nga nyimele yo vusuludzwaho ya Thekhinoḁodzhi ntswa. Hezwi zwo ri thusa kha u sala murahu mbudziso lwa khwine, phindulo na phimo ya thasululo ya mbudziso kha muelo wo khwiniswaho wa kushumele kwashu, u topola thaidzo dzo tshenzhelwaho nga matshudeni, u topola na u khwinisa masia o sedzwaho kha o zwithivheli.*

*Ro khunyeledza pulane ntswa ya ICT ya Unisa, u shumiswa hu khou ya phanḁa. Ndi na fulufhelo uri ro fara nḁila yone yo kwhaḁthaho na uri ri nga thoma u swikelela tshanduko kha vuhvhili ha nḁisedzo ya tshumelo na vhukoni ha tshiiimiswa miḁwedzini i qaho. Vuhvhili hazwo sisijeme ya matshudeni na vhashumi yo bveledziswa na u khwiniswa u konisa Unisa u ya kha vhumatshelo, na u sumbedziswa zwavhuḁi. Maanḁa a thekhinoḁodzhi a u bvisa dzi HEI, na nga maanḁa u guda u kule kha HEI, u ya kha vhumatshelo zwi songo dzhielwa fhasi, na uri ri qo dzula ri sia ḁihulwane ḁo sedzwaho khaḁo ri tshi ya phanḁa.*

*Vhukati ha ḁwaha ro dzhiela nḁha uri vhnunzhi ha matshudeni vho lamedzwaho nga Tshikimu tsha Lushaka tsha Thuso ya zwa Masheleni kha Matshudeni (NSFAS)-vha a salela murahu kha akhademiki. Ro qliimisela u ḁoḁa zwiitisi ra wana uri zwiḁulwane ndi ikononi ya matshiliso na tshanduko, hune vhnunzhi ha matshudeni aya vha bva kha vhuḁo ha miḁa ye kale ya vha yo siwa nḁḁa. U qivhadzwa nga 2019 ha mabambiri a mulingo a NQF ḁeveḁe 5 nga nyambo dzoḁthe dza vhnongwaniwapo zwo thusa kha u khwinisa tshivhalo kha khethekanyo iyi ya matshudeni. Zwo takadza u dzhiela nḁha uri musi vhnunzhi ha matshudeni avha vho nanga u fhindula mabambiri a mulingo nga English, kushumele kwavho kwo khwinisea nga kha u pfesesa khwine zwe zwa vha zwo vhudzisiwa, zwo swikelelwaho nga u vha na mabambiri a mulingo nga luambo lwavho lwa u thoma.*

## U FUNZA NA UGUDA

*Lwendo lwashu lu yaho phanḁa lwa mveledziso u tinya khombo nznzhi u ya kha zwo lavhelelwaho fhedzi khakhathi dzo thoma nga 2019. Nga tshifhinga tshashu tsha u lusa u fhungudza u ḁetshedza ndalukanyo hu si na akhiredithesheni ya Maanḁalanga a Ndalukanyo dza Afrika Tshipembe (SAQA), ho vha na u sa davhidzana zwavhuḁi vhuḁati ha vhashumisani na matshudeni, zwe zwa bveledza u tsela fhasi ha u qiriḁwalisa ha matshudeni kha ḁwaha. Ro mbo qidzhenisa nga u ḁavhanya kha tshumisano yo sedzaho kha vhaofisiri vha DHET kha u lusa u ḁavhanyisa kuitele kwa thasululo. Ndo takala u kwhaḁisedza uri ndalukanyo dzoḁthe dzine dza ḁetshedzwa Unisa dzo akhiredithiwa na SAQA. 2019 wo sumbedza u ḁanganelana ha akademi na vhukoni ha ḁhoḁisiso kha nyimele ya tshanduko yashu, hezwi zwi engedzwa nga u dzhiela nḁha tshumisano yo*

## OUR PEOPLE: MANAGERIAL STRUCTURE

While the current structure of the management team has been in place since 2016, we continue to revise the composition on an ongoing basis to align with our evolving strategic imperatives and given ordinary staffing ebb and flow. Our overarching focus is on maintaining stability and efficacy, with each change an opportunity to continue improving.

Following the resignation of the Vice-Principal: Teaching, Learning, Community Engagement and Student Support in March 2019, an acting Vice-Principal was appointed in this role with a wealth of experience in education, a complete understanding of Unisa operations, and a strong, established working relationship with DHET officials.

We further appointed an acting Registrar – a long-standing and seasoned member of Unisa's staff with the appropriate temperament to effectively manage staff and student interaction and relations. He has already delivered a tangible positive impact in this regard.

Unisa's CFO left the institution late in 2019 and the process of finding a permanent replacement is well underway. We expect to fill the position by the second half of 2020. The acting CFO is fortunately demonstrating an appreciated acumen and understanding of the university's finances in the interim, alleviating pressure to rush in appointing a successor as the Finance Department continues to operate effectively.

Our people are our cornerstone and we are committed to ensuring a safe and stimulating work environment, free of discrimination. Our transformation drive also focuses on our staff and we continued to make progress in achieving staff equity. Certain areas still require improvement such as the representation of African females at senior management level and transforming the profile of professors and attracting persons with disabilities. However in recent years we have seen a reversal in the overall staff profile to becoming female dominated with women now accounting for 55% of our total staff complement.

African staff constitute the majority in all staffing categories but nonetheless remain lower than ideal in specific categories as an absolute measure. When instruction/research staff specifically are analysed by rank and race, it is evident that African staff represent the majority in the lower ranks, and that although the proportion of black staff is increasing in the higher ranks, there is more work to do in this regard. Of our total staff 33% are African males which is 7% behind our targets, while 36% are African females which is 1% ahead of targets. (See the Transformation report on page 100 for further detail).

## OUR PEOPLE: STAFFING IN OFFICE

We employ over 7 500 people which is an increase of just over 200 on the prior year. In the year we were gratified to see a significant number of our administration and support staff graduate Unisa courses, both at graduate and post-graduate levels. This signals a tangible shift in the staffing dynamic and further drives the much-needed injection of excellence I speak to earlier in this report, translating into overall improvement as an institution. I am proud of our staff graduates and appreciate their commitment to elevating their own, and Unisa's, delivery. This truly lives our value of Batho Pele.

*ƙanganelaho ya ndaulo ya ndeme ya Unisa, ye ya lingedzwa nga tshifhinga tsha u ƙolwa ha u Guda ha Lushaka (COL) ho itwaho nga 2019. Mvetomveto ya vuvhili ya Muvhigo wa u Dƙola ho bveledzwa nga Fulwana na nga ha Khoro ya Pfunzo ya Nƙha (CHE) u ƙola ho dzudzanyelwa u vha hone nariwaha.*

*Musi khakhathi dzi tshi thoma kha n̄waha ho vha mashudumavhi, nyimele yo sumbedza tshikhala tsho fhambanaho u sedza ro ƙiimisele kha u khwinisa tshivalo u livhisa kha u tsa ha u ƙinwalisa. Ha tevhelwa nga u khwinisea huhulwane ha phimo ya tshivalo mīnwahani yo vhalaho yo fhiraho, mbonalo heyi nga 2019 yo vhone phimo ya tshivalo tsha Unisa tshi tshi swika kha 12,8% (data ya giraduesheni ya 2019 yo sendekwa kha u n̄etshedzwa ha vuvhili ha data ya HEMIS, ine ya tea u ƙolwa lwa u fhedzisela). Phimo ya kuphasele ya milingo ya Tshimedzi/Lara yo vha 71,5% (2018: 74,0%), tshine tsha vha fhasi ha tshivalo tsho vhwahwa tsha u n̄wala mulingo tsha 74% kha 2019. Ri khou tenda uri hu kha ƙivha na mushumo munzhi une wa fanela u itwa kha heli sia na u ƙiimisele u bvela phan̄a na u khwinisa, musi thikhedzo yashu ya masheleni i tshi ƙumana zwihulwane kha mvelaphan̄a yashu kha heli sia. Nga tshenetsho tshifhinga tshithihi, ri bvela phan̄a na u lusa zwilinganyo zwa vhukoni zwi sumbedzaho vhukoni ha vhatelwadigirii vhashu u swikelela maimo a n̄thesa a pfunzo na u kovhana nga n̄ila yo teaho zwe vha guda.*

*Unisa yo ƙanganedza n̄ila ya u fhelisa zwa vhukoloni kha u shandukisa kharikhujamu, hu na mvelaphan̄a khulwane kha n̄waha une wa khou tshimbidzwa tshirwe tshifhinga nga tshivalo tsha vhuƙungu, na u thithiswa ha foramu dza therisano dza tshitshavha. Hezwi zwi, mihumbuloni yashu, naho zwo ralo ndi zwa ndeme na uri ndi nga amba ndi na fulufhelo uri Unisa i phan̄a kha u fhelisa zwa vhukoloni kha pfunzo ya n̄tha Afrika Tshipembe.*

*U ƙadzisa kha u engedza u shumisa thekhinoƙodzhi, sa zwo ƙalutshedzwa ho n̄tha kha Mvelaphan̄a ya Kushumele kwashu kwa Tshanduko, ngona dza u funza dzi bvela phan̄a na u leludza kha vhagudisi, u dzehenelela nga huhulu ha matshudeni; zwine zwa funzwa zwine zwa vha zwo teaho kha nyimele; zwi re tshifhingan̄a na asesimende dzi re khagala dzo teaho. Zwi re na mafhungo manzhi kha lubuvhisia na u wanala mahala kha matshudeni, u shumisa huhulwane ho itwa ha zwiko zwa pfunzo zwo vulelwaho mūnwe na mūnwe na maitele a u guda zwi khagala o vulelwaho mūnwe na mūnwe kha u dzudzanyulula hafhu kharikhujamu u vhone zwa uri ri dzula ri tshifhingan̄a.*

*Akhademi yashu yo sumbedza vhuƙikumedzeli hayo kha mveledziso ya vhūne na mvelaphan̄a, sa zwo sumbedziswa ho fhasi kha Vhathu Vhashu, fhedzi na kha nyaluwo kha ƙoƙisiso na ndaulo dzavho, hu tshi katelwa na kha tshumisano. Tshivalo tsha vhaƙoƙisisi vhashu vha ndeme vha NRF tshi khou aluwa n̄waha nga n̄waha, na uri vhoraakademi vhashu vha dzulela u wana pufho na u tholiwa kha bodo dza ndeme na kha komiti hu tshi dzhielwa n̄tha vhukoni hashu. Nga 2019 vhaƙoƙisisi vhashu vha ndeme vha NRF ho engedzea u bva kha 231 u swika kha 225 nga 2018. Hezwi zwi vumba kha w̄hisedzo yashu uri ri na vhashumi vhashu vha akhademiki vhane vha si dzhie sia he vha ranga phan̄a kha masia avho. Sa zwo bulwaho mathomoni, mushumo munzhi une wa khou dzhielwa n̄tha ndi wa u ƙidzhenisa kha tshitshavha, tshumisano ya vhatu vhanzhi, vho ƙanganelaho vha bvaho kha masia o fhambanaho u mona na tshimiswa na kha mikano yashu.*

In light of our concerted focus on the affordance of technology, we took the decision in 2019 to insource all IT resources previously contracted to the university, resulting in enhanced organisational stability and delivery in this area.

Implementing the staff structure approved in 2018 has proven more challenging than anticipated, with a number of service delivery issues requiring redress. With the adoption of the Unisa 2016-2030 Strategy and its direct concomitant impact on the business operating model, the institution adopted the ODeL Business Model. The implications of the new strategy and the new operating model include:

- The need to review how we do business organisationally as well as how we are configured
- The capabilities required to operate effectively in the new business environment
- The culture and practices we need to inculcate

Notably transformation underpins our human resources strategy not only in terms of people but also business processes through the adoption of cutting-edge technologies. From a workforce transformation perspective, our goal is to improve the proportion of African females as a component of our academic workforce. In this regard as part of our Compact with Council we have set a minimum target with respect to the number of permanent African female academic staff that we want to have in the system.

In response to the institutional strategy, we embarked on the restructuring process which entailed consultations with our recognised trade unions – National Education, Health and Allied Workers Union (NEHAWU) and the Academic and Professional Staff Association (APSA) on our organisational design. The intention of this exercise is to align our organisational structure with the strategy of the institution, thereby enabling its execution. This exercise has gone smoothly and has been completed.

It is anticipated that new capabilities will be required in the new environment that is underway. Huge investment will be made for the purposes of preparing staff for the transition into the new business environment. Going forward, workforce planning will underpin most of our people decisions.

It is necessary to note that staff restructuring can prove an intimidating discussion point by its very nature. Cognisant of this, we are endeavouring to improve our communication around this and to more effectively highlight the significant opportunities that will be exposed by migration to the approved structure.

In contrast to public HEIs overall and notwithstanding that distance education usually demands more support staff, Unisa currently has more academic staff than administrative, specialist support and service workers. Of our total staff academics accounted for 43% while 57% were in professional and support departments. A key imperative of our transformation programme is to achieve a greater balance and with that, a culture in which academic and support staff are regarded with equal respect and accountability for service delivery.

## STUDENT PROFILE

Unisa finds itself in the interesting position where our entrenched mature (over 25 years old) student body of the past is slowly changing. The proportion of students younger than 25 has shown an incremental year-on-year increase since 2016 and currently stands at 24% of the total student body.

*Hezwi zwo bveledza u swikela mvelaphanda, u fana na u swikelea Tshivhalo tshine tsha tshuwendza tsha pfanelo tharu dzo nwaliswaho nga 2019. Musi ri tshi dzihlala ntha uri pfunzo ya u guda u kule na yunivesithi ine ya ngetshedza thogiso dzo fhelelaho, u swikelela hezwi nga nwaha muthihi nga ngoho zwi a takadza. Ri fulufhela uri pfanelo dzi do shela mulenzhe kha zwiko zwo fhambanaho zwa mbuelo u ya phanda.*

## VHATHU VHASHU: TSHIVHUMBEO TSHA NDANGULO

*Musi tshivhumbeo tsha zwino tsha thimu ya ndangulo tsho vha hone u bva nga 2016, ri khou bvela phanda na u vusuludza tshivhumbeo u elana na ndaela dza tshanduko ya tshithathedzhi tshashu na u fhindula kha u thola vhashumi zwavho zwazwino, tshanduko iriwe na iriwe ndi tshikhala tsha u bvela phanda na u khwinisa.*

*Hu tshi tevhela u girula mushumo ha Tshanda tsha Thoho ya yunivesithi: U Funza, Guda, u Didzhenisa kha Tshitshavha na Thikhedzo ya Matshudeni nga Thafamuhwe 2019, ho tholwa Tshanda tsha Thoho ya yunivesithi vha re na shenzhelo nnzhi kha pfunzo, vhane vha pfesesa lwo fhelelaho kushumele kwa Unisa, na vhushaka ha mushumo ho khwaqhaho, ho bveledziswaho na vhaofisiri vha DHET.*

*Ro dovha ra isa phanda na u thola Ridzhisitarara mufareli – murafo a re na shenzhemo o fhedzaho tshiffinga tshilapfu wa vhashumi vha Unisa vha re na vuvha ho teaho ha u kona u langula vhashumi na vhushaka na tshumisano na matshudeni. Vho no bveledza zwithu zwavhuqi zwa ndeme kha heji sia.*

*CFO wa Unisa vho tshela tshimiswa mafheleloni a 2019, na mvelaphanda ya u wana u thivha tshikhala lwa tshoqhe i khou bvela phanda. Ri khou fulufhela u thivha tshikhala nga hafu ya vuvhili ya 2020. CFO mufareli mashudu mavhuya vha khou sumbedza vhukoni ha vhuqi na u pfesesa masheleni a yunivesithi lwa tshiffinga nyana, u fhungudza mutsiko wa u javhanyedza u thola muthu ane a khou tevhela, sa musu Muhasho wa Masheleni u tshi khou bvela phanda na u shuma zwavhuqi.*

*Vhathu vhashu ndi thikho ya tshimiswa tshashu, ro dikumedzela u vhona zwaari hu na vhupe ha mushumo ho tsireledzeaho hune ha tshuwendza, vhu sina khethululo. U tshimbidza tshanduko yashu hu dovha ha sedza kha vhashumi vhashu, na uri ro bvela phanda na u ita mvelaphanda kha u swikelela ndinganyiso ya vhashumi. Manwe masia a foqa u khwiniswa, u fana na vhuimeleli ha vhafumakadzi vha Afrika kha levele ya ndangulo khulwane, u shandukisa phurofajili dza phurofesa na u kunga vhathu vha re na vuholefali. Naho zwo ralo, miñwahani ya zwenezwino ro vhona u gonya ha tshivhalo tsha vhafumakadzi vha tshi tholwa kha vhashumi vha Unisa, zwino vhafumakadzi vha lingana 55% ya vhashumi vhashu vhoqhe.*

*Maafurika vha bveledza vhezvi ha vhashumi kha khethekanyo dzoqhe, fhedzi tshivhalo tsha mirafu ya vhashumi tsha Maafurika naho zwo ralo tshi dzula tshi fhasi u fhirisa zwa vhukuma kha khethekanyo dzo tiwaho sa muelo wo fhelelaho Musi nga maanda ndaela/ thogisiso ya vhashumi zwi saukanywa nga vhuimo na murafu, ndi vhuqanji ha uri Maafurika vha imela vhezvi kha vhuimo ha fhasi, naho tshivhalo tsha vhashumi vha Maafurika tshi tshi khou engedzea kha maimo a ntha, hu na mushumo munzhi une wa fanelwa u itwa kha heji sia. Kha*

For a breakdown of student spread in terms of qualification please refer to table at the bottom of page 10.

## COMMUNITY RELATIONS

Given our scale and reach community engagement is a focal area for Unisa. We pride ourselves in being an active and ethical corporate citizen, building trust within the communities with which we engage and providing relevant and useful products and services. Collectively, Unisa's colleges apply their knowledge, skills and talents in innovative and socially responsive projects, operating in diverse community contexts around South Africa. We currently have over 100 active community engagement projects across a range of areas including economic stability, education, environmental sustainability, health, human rights, social matters and vulnerable groups. (see the Academic Report page 52 for further detail).

We extend our deepest condolences to family and friends of staff members, and those in our community, who we have lost during the year.

## FINANCES

Financial sustainability remains a core focus area and I am confident that we have continued to achieve that during the year. Our revenue comprises student fees, government subsidies and other income. Throughput and the number of students we enrol all impact the subsidies received. In addition, the increased failure rate amongst NSFAS students led to a greater decline in payments. Another area of concern is that Human Resources (HR) expenditure outstripped Consumer Price Index (CPI) for the period 2006-2019 and we are addressing this area. Third stream income did not perform as anticipated with a decline in Short Learning Programme (SLP) income. We are assessing our enterprise programmes to help drive revenue in this area.

The university's finances are discussed in detail in the comprehensive Finance Report (see page 214).

## INSTITUTIONAL INFORMATION

The Directorate Information and Analysis (DIA) is responsible for providing relevant and reliable institutional information and analysis in support of strategic and operational management and in support of the university's statutory reporting requirements. We are confident that the quality of information provided in the year is satisfactory. Appropriate controls have been instituted to ensure the integrity of the data. DIA provides a valuable service to Unisa and is appropriately resourced.

Finally, formal institutional information and data from Unisa are provided to DHET at regular intervals, in the prescribed manner.

## LOOKING AHEAD

Towards the end of 2019 news began to emerge of a global pandemic, dubbed COVID-19, which was potentially devastating in terms of its impact on our lives and our societies. Stories emerging from China and the North painted a grim picture of fatalities in the absence of any cure, as well as speculation around drastic measures being taken by governments to limit, or curb, the impact of the virus. These included every aspect of societal functioning, and one noted with shock and trepidation talks around the shutdown of all

*vhashumi vhashu vhothe vha 33% ndi vhanna vha Maafurika, zwine zwa vha 7% fhasi ha tshivhalo tshashu tshe ra ta, ngeno vhafumakadzi vha Maafurika vha 36%, zwine zwa vha 1% ntha ha tshivhalo tshashu tshe ra ta. (Kha vha sedze muvhigo wa Tshanduko kha siafari ja 89 u wana mafhungo nga vhuḍalo.)*

## VHATHU VHASHU: VHASHUMI VHASHU VHANE VHA KHOU SHUMA

*Ro thola vhatu vhane vha fhira 7 500, ndinganyiso ya vhashumi yo gonya nga u fhira 200 hu tshi vhambedzwa na 2018. Ro pfa ro fushea ri tshi vhona tshivhalo tshinzi tsha vhashumi vhashu vha ndaulo na vha thikhedzo tshi tshi phasa khoso dza Unisa, vhuvhili hadzo levele ya vhatelwadigirii na ya ntha ha vhatelwadigirii. Hezwi zwi vbonala sa tshanduko khulwane kha mvelaphanḁa ya vhashumi na u isa phanḁa u tshimbidza thoḁea nnzhi ya nyengedzedzo ya vhukoni ye nda i bula mathomoni kha hoyu muvhigo, u shandukela kha u khwinisea ho angaredzwaho sa tshiimiswa. Ndi a ditudza nga vhashumi vhashu vha vhatelwadigirii na u dzhiela ntha u dikumedzela havho u livhuwa u tshutshedza vhashumi hvavho, na ndisedzo ya Unisa. Hezwi nga ngoho ndi u tshila muhumbulo une ra tenda khawo wa Batho Pele.*

*Kha u sedza hashu ho fanganelaho kha u kona u swikelela thekhinoḁodzhi, ro dzhia tsho nga 2019 u shumisa vhashumi vhashu vha nga ngomu kha zwiko zwothe zwa IT zwe kale zwa vha zwo kumedzelwa yunivesithi, zwo bveledza u engedzea ha vhudziki kha tshiimiswa na ndisedzo kha heli sia.*

*U shumisa tshivhumbelo tsha vhashumi ho themendelwa nga 2018 ho sumbedza vhukondji vhezvi u fhirisa zwe zwa lavhelelwa, hu na zwithu zwa tshivhalo zwa ndisedzo ya tshumelo zwine zwa ḁoḁa u dzhielwa ntha. Hu tshi fanganedzwa tshithathedzhi tsha Unisa 2016–2030 na mveledzwa dzine dza tshimbilelana natsho thwii kha tshiedziswa tsha kushumele kwa vhubindudzi, tshiimiswa tsho fanganedza Tshiedziswa tsha Vhubindudzi tsha ODeL. Mveledzwa dza tshithathedzhi tshiswa na tshiedziswa tsha kushumele kuswa dzi katela:*

- *Thoḁea ya u sedzulusa hafhu uri ri shumisa hani vhubindudzi hashu kha tshiimiswa, na uri ri qidzudzanya hani*
- *Vhukoni vhune ha ḁoḁa u shuma nga ndila yo teaho kha vhupe vhuswa ha vhubindudzi*
- *Mvelele na maitele zwine ra ḁoḁa u zwi funza*

*Tshanduko i khwaḁhisa tshithathedzhi tshashu tsha zwiko zwa vhatu hu si kha vhatu fhedzi, na kha kuitele kwa vhubindudzi nga kha u shumisa thekhinoḁodzhi dza tshizwinozwino. U bva kha mbonalo ya tshanduko ya mushumoni, tshipikwa tshashu ndi u engedza tshivhalo tsha vhafumakadzi vha Maafurika sa khethekanyo ya akhademiki ya mushumoni washu. Kha ili sia sa tshipiḁa tsha u Khwaḁhisa hashu na Khoro ro vhea tshivhalo tsha fhasisa tshine tsha tea u swikelelwa zwi tshi ḁa kha tshivhalo tsha vhashumi vha vhafumakadzi vha akademi vha tshothe vhane ra ḁoḁa u vha navho kha sisitheme.*

*Musi ri tshi fhindula kha tshithathedzhi tsha tshiimiswa, ro dikhzenisa kha kuitele kwa u fhaḁulula hafhu, hune ha katela vhuqwamani ha mbumbano dza vhashumi dzashu dzine dza dzhielwa ntha – Pfunzo ya Lushaka, the National Education, Health and Allied Workers Union (NEHAWU) na Academic and Professional Staff Association (APSA) – zwi tshi ḁa kha*



non-essential services and the lockdown of people into their homes. The cessation of all face-2-face education and a move to so-called emergency remote learning, appeared to be becoming an increasing reality, with potentially devastating consequences for global higher education.

These developments clearly present potential challenges once the virus arrives on our shores. Given all available information at the end of 2019 it seems entirely possible that Unisa will once again experience a seriously disrupted year, and if the news stories are anything to go by, a national lockdown would include our universities. We will therefore need to ensure that Unisa is well planned, and well prepared to ensure that services to students continue unhindered. Over its nearly 150 years of existence, Unisa has weathered many storms and irrespective of the challenges that this pandemic might bring with it in 2020, Unisa must overcome the challenges and leverage the opportunities that it brings with it. Given the information available thus far, the pandemic may well offer the university a serendipitous opportunity to revisit its entire operations and to capitalise on its status as a quality assured and accredited higher education provider, by keeping its operations going and moving into a fully online business model. The extent to which we can leverage this opportunity will be limited only by our lack of vision and will, and by our available capacities. I am however confident that Unisa will not only prevail, but that it will triumph as it has done so many times before.

I can say without any fear of contradiction that Unisa is more prepared and willing to step into the fray and impart its knowledge and skill in the field, gained over more than 145 years in distance education in general; and e-learning in the last decade in particular. If anything, there is a general consensus in our institution that this is a national duty for the good of the country as a whole.

Indeed, it will not be easy, but I am convinced that our full entry into the digital space has now become an unstoppable juggernaut. Ours is to embrace the fourth industrial revolution fully and proceed full speed.

## APPRECIATION

I would like to thank the entire team of executive deans, executive directors and directors, as well as every member of staff of Unisa for working together during the past year both for the good of our students, and for the sustainability of our university. Mainly I appreciate the culture in which every transformative service demand is viewed as an exciting opportunity for progress.

I wish to thank Council, my executive team, and management for their hard work. This encompasses the Chairperson of Council and fellow Council members, who I thank specifically for their stewardship in helping to entrench Unisa as one of the leading universities in South Africa and on the continent.

I thank them for this selfless contribution to society.



Professor MS Makhanya  
Principal and Vice Chancellor

*nyolo yashu ya tshimiswa. Muhumbulo wa mushumo uyu ndi u dzudzanya tshivhumbeo tsha tshimiswa tshashu na tshithathedzhi tsha tshimiswa, nga u konisa uri tshi shume. Kuitele hokwu kwo tshimbila zwavhuji na uri kwo thaphudzwa.*

*Hu khou lavhelelwa uri hu do togea vhuñwe vhuconi vhuswa kha vhupo vhuswa vhune ha khou humbulelwa. Vhubindudzi vuhulwane vhu do itwa hu tshi itelwa u lugisela vhashumi kha u pfukekanya u ya kha vhupo vhuswa ha vhubindudzi, pulane ya vhashumi i do khwañhisedza tsho dza vhuñzhi ha vthathu vhashu.*

*Nga hone huñe, u dzudzanyulula hafhu vhashumi u nga vha mushumo muhulwane. U qivha hezwi, ri khou lingedza u khwinisa vhudavhidzani hashu kha sia ja nqivho na u ombedzela zwavhuji zwikhala zwa ndeme zwine zwa do bvelela sa mvelelo dza u sudzulutshela kha tshivhumbeo tsho themendelwaho.*

*U fhambana na vhuñzhi ha HEI dza muvhuso naho zwo ralo pfunzo ya u guda u kule tshifhinga tshinzi i togea thikhedzo ya vhashumi vhanzhi, Unisa zwazwino i na vhashumi vhanzhi vha akademi u fhirisa vha ndaulo, thikhedzo ya vhomakone na vhashumi vha tshumelo. Vha akhademiki vha swika 43% na vhashumi vha phurofeshinaja na mihasho ya thikhedzo vha swika 57% ya vhashumi vhashu vhoñe. Ndaela khulwane ya mbekanyamushumo ya tshanduko ndi u swikelela ha ndinganyiso khulwane na, kha zwenezwo, mvelele ine vhashumi vha akhademiki na vha thikhedzo vha dzhiwa vha tshi thonifhiwa u lingana na u vha na vhuñfihinduleli hu linganaho ha nqisedzo ya tshumelo.*

## PHUROFAIJI YA MATSHUDENI

*Unisa i khou sedza tshanduko kha vhuñkale ha matshudeni, nga tshivhalo tsha matshudeni tsha fhasi ha vhuñkale ha 25 tsho sumbedza nyengedzedzo ya u gonya nga ñwaha u bva 2016. Matshudeni vha re kha vhuñkale ha tshigwada itshi zwazwino vha vhañlelwa kha 24% ya tshivhalo tsha matshudeni. Musi hu tshi pwashhekanya u phañaladza matshudeni u ya nga ndalukanyo, vha humbelwa uri vha livhiswe kha thebulu i re nga fhasi ha siañari 10.*

## VHUSHAKA NA TSHITSHAVHA

*Musi ro ñetshedzwa tshikalo na u swikelela, u qidzhenisa kha tshitshavha ndi ñirñwe sia jo sedzwaho khañlo Unisa. Ri a qihudza nga u vha vhadzulapo vha re na maanña vha re na vhuñqifari ha tshimiswa tsha vhubindudzi, u fhañta fulufhelo kha zwitshavha zwine ra dzhenelela khazwo na u ñetshedza na zwibveledzwa zwo teaho zwa ndeme na tshumelo. Dzo ñanganelana, kholidzhi dza Unisa dzi shumisa nqivho yadzo, zwikili na talente kha vhubveledzi na kha thandela dza u fhindula nga u ñavhanya, dzine dza shuma kha nyimele dza zwitshavha zwo fhambanaho Afrika Tshipembe joñe. Zwazwino ro qidzhenisa kha thandela dza zwitshavha zwine zwa fhira 100 kha vhupo ho fhambanaho, hu tshi katelwa vhuñdziki ha ikonomi, pfunzo, mveledziso i sa nyetñi ya vhupo, mutakalo, pfanelo dza vthathu, zwoñe zwa matshilisano na zwigwada zwi sa koni u qilwela. (Kha vha sedze Muvhigo wa Akhademiki kha siañari 44 u wana Mafhungo nga vhuñdalo.)*

*Maipfi ashu a ndiliso kha miñta na khonani dza miraño ya vhashumi na avho vha re kha tshitshavha tshashu vho xeletshelwaho kha ñwaha.*

## MASHELENI

Mvelaphanda i sa nyeŋhi i dzula tshi tshone tshithu tshihulwane tshe ra sedza khatsho na uri ndi na fulufhelo uri ro bvela phanda na u swikelela hoyu iwaha. Mbuelo yashu i bveledzwa nga mbadelo dza matshudeni, mitikedzelo ya muvhuso na dziwwe mbuelo. Tshivhalo tshihulwane na tshivhalo tsha matshudeni e ra a fanganedza zwoŋthe zwi ŋuŋuwedza mitikedzelo yo fanganedzwaho. Tshivhalo tsho gonyaho nŋha tsha u feila vhubati ha matshudeni a NSFAS zwo livhisa kha u tsa ha mbadelo. Linwe sia li vhlaidzisaho ndi la uri zwibviswa zwa zwiko zwa vhashumi (HR) zwi fhira Tshisumbi tsha Mutengo wa Murengi (CPI) lwa tshifhinga tsha u bva 2006–2019, hezwi ndi zwithu zwine ra khou sedza khazwo. Fhethu ha vhuraru he mbuelo ya sa shume zwavhuŋi sa zwe zwa lavhelelwa, naho ho rekhodwa mbuelo yo tselaho fhasi ha Mbekanyamushumo dza Ngudo dza Tshifhinga tshipufhi (SLP). Ri khou asesha mbekanyamushumo dza vhubindudzi dzashu u thusa u bveledza mbuelo kha heli sia.

Masheleni a yunivesithi o rerwa nga hao nga vhuŋalo kha Muvhigo wa Masheleni wo fhelelaho (kha vha sedze siaŋari 140).

## MAFHUNGO A TSHIIMISWA

Khethekanyo ya u Saukanya Mafhungo (DIA) ina vhuŋifhinduleli ha u ŋetshedza mafhungo a tshiiimiswa na u saukanya zwo teaho zwine zwa fulufhelwa kha u tikedza ndangulo ya tshifhiringa na kushumele na u ya nga fhoŋea dza mulayo dza yunivesithi dza u vhuŋa. Ri na fulufhelo uri ndeme ya mafhungo ane a ŋetshedzwa kha iwaha a a fusha. Ho shumiswa ndangulo dzo teaho u khwaŋisedza u fulufhelwa ha data. DIA i ŋetshedza tshumelo ya ndeme kha Unisa, na u vha tshiko tsho teaho.

Tsha u fhedzisela, data na mafhungo a tshiiimiswa tsha foma la u bva Unisa zwi ŋetshedzwa nga DHET u ya nga zwifhinga, u ya nga nŋila yo randelwaho.

## U YA PHANDA

U ya mafheleloni a 2019 ho thoma u bvelela mafhungo a dwadze la lifhasi, li vhidzwaho KHOVIDI-19, li re na ndeme ya u tshinyadza matshilo na zwitshavha lifhasini loŋthe. U vhuŋwa u bva China na Devhula u sumbedza tshifanyiso tshi si tshavhuŋi nga ha mpfu hu sina dzilafho na lithihi, na mivhigo ya maga mahulwane o dzhiwaho nga muvhuso u fhungudza masiandaitwa a vairasi. Hezwi zwi elana na tshiteriwa tshiriwe na tshiriwe tsha tshumelo ya matshiliso, na u amba nga ha u valwa ha tshumelo dzoŋthe dzine dza sa vhe dza ndeme na u valela vhatshu mahayani avho u vhangana u vhlalala huhulwane na nyofho. U fheliswa ha pfunzo dzoŋthe dzine vhatshu vha tou vhonana na u ya kha zwi vhidzwaho u guda u kule ha shishi hune ha vhonala sa ngoho ine ya khou engedzea, hu na masiandaitwa a ndeme a thithisaho kha pfunzo ya nŋha ya lifhasi.

Mveledziso hedzi dzi sumbedza zwi khagala khakhathi musi vairasi i tshi swika kha shango lashu. Musi ro ŋetshedzwa mafhungo oŋthe nga 2019 zwi vbona zwi tshi konadzea tshoŋthe uri Unisa i nga dovha hafhu ya tshenzhela u thithisea huhulwane nga iwaha 2020, na musi arali zwifho zwa mafhungo zwo tshenzhelwaho nga riŋe, nyiledzo ya shango i do katela na yunivesithi yashu. Ri fanela uri nga zwenezwo u khwaŋisedza

uri Unisa yo dilugisela lwo linganaho u vbona zwauri tshumelo dza matshudeni dzi bvela phanda hu sina u thithiswa. U fhira miriwaha ine ya lingana 150 ya u vha hone ha Unisa yo kunda kha maŋumbu manzhi, zwi si na ndavha na vhubonŋi he ya fanganana naho vhone dwadze iji la do dza nga 2020, Unisa i fanela u kunda khaedu na u langula khonadzeo dzine la nga dza. Musi ro ŋetshedzwa Mafhungo ane ra vha nao u swika zwino, dwadze li nga ŋetshedza zwavhuŋi zwikhala zwi songo lavhelelwa u sedza hafhu kushumele kwayo kwoŋthe na u shumisa tshiimo tshayo sa khwaŋisedzo ya ndeme na muŋetshedza pfunzo ya nŋha o akhiredithiwaho nga u shuma ho salaho na u sudzulutshela tshoŋthe kha tshiedziswa tsha kha lubuvhisa. Nyimele ine ra nga langula tshikhala itshi tshi do vha tsho pimea fhedzi nga u savha na bono na u diimisele hashu, na nga vhubonŋi hashu vhu re hone. Ndi na, naho zwo ralo, fulufhelo la uri Unisa a i nga thivheli fhedzi, fhedzi i do kunda, sa musi yo no zwiita lunzhi.

Ndi nga amba ndi si na nyofho dza u dihanedza uri Unisa yo diimisele nga maanda u fhirisa u thomani u dzhena kha nndwa na u fhirisele nŋivho na zwikili kha sia, zwo wanwaho miriwaha ine ya fhira 145 kha pfunzo ya u guda u kule nga u angaredza na u guda nga kha lubuvhisa kha miriwaha ya fumi yo fhiraho na nga yeneyo nŋila. Arali kha zwiriwe, hu na thendelano nyangaredzi kha tshiiimiswa tshashu uri hoyu ndi mushumo wa lushaka hu tshi itelwa vhuŋi ha shango nga vhuŋalo.

Nga ngoho, a zwi nga vhi zwi leluwaho, fhedzi ndi khou tenda uri u dzhena hashu tshoŋthe kha tshikhala tsha didzhithala zwazwino a hu tsha imisea. Zwashu ndi u kuvhatedza tshoŋthe tshanduko ya vhuŋa ya ndowetshumo ya zwa makwevho na u ya phanda nga luvhilo luhulwane.

## NDIVHUWO

Ndi khou tama u livhuwa thimu yoŋthe ya fhoho dza ndangulo ya mihasho ya ndangulo khulwane, vhalangi vha ndangulo khulwane na vhalangi, na vhashumi vhoŋthe vha Unisa kha u shumisana iwaha wo fhelaho hu tshi itelwa vhuvhili hazwo vhuŋi ha matshudeni ashu, na u bvela phanda ha yunivesithi, kha zwoŋthe ndi dzhiela nŋha mvelele ine tshumelo ya tshanduko irwe na irwe ya foŋa zwi vbonala sa tshikhala tshi mangadzaho tsha mvelaphanda.

Ndi khou tama u livhuwa Khoro, thimu ya ndangulo khulwane, na ndangulo mishumo yavho. Hezwi zwi katela Mudzulutshidulo wa Khoro na vhashumisani mirado ya Khoro, vhone ndi khou vha livhuwa nga maanda kha u foŋa havho u thusa u bveledza Unisa sa irwe ya yunivesithi dzi rangano phanda Afrika Tshipembe na kha dzhangano. Ndi khou tama u vha livhuwa zwihulwane kha u dikumedzela u shela mulenzhe kha tshitshavha.

Phurofesa Vho MS Makhanya  
Thoho ya Yunivesithi na Tshanda tsha MutshantseJara



*Unisa Muckleneuk Campus, Tshwane*

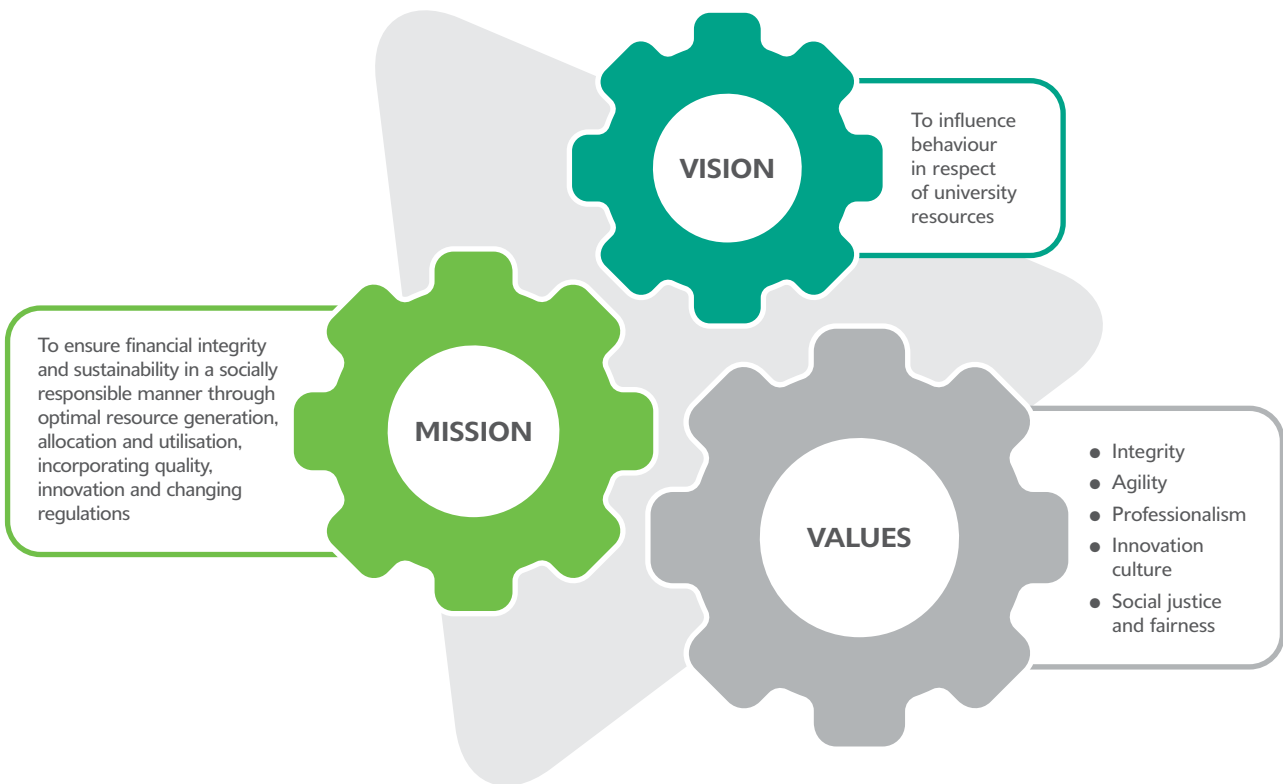
# REPORT OF THE **CHIEF FINANCIAL OFFICER**



Unisa produced a resilient financial performance in 2019, despite a difficult macroeconomic environment. The strong growth in our asset base, and strong in-year bottom-line performance is supported by positive cash flows and growing reserves. We remain cautiously optimistic in times ahead that are increasingly challenging, relying heavily on process agility and resource prioritisation.

*Ms Reshma Mathura  
CA (SA) MBA  
Acting Chief Financial Officer  
and Vice Principal  
Finance and Business Enterprise*

The Finance and Business Enterprise Portfolio is charged with ensuring the financial sustainability of Unisa and does so by influencing institutional behaviour in respect of resources. Our approach to financial management at UNISA by implication suggests that the scope of this portfolio extends beyond the financial domain, as reflected in our financial vision, mission and values.



There are four pillars supporting financial sustainability for Unisa, with each linked to delivering a specific outcome as set out below:



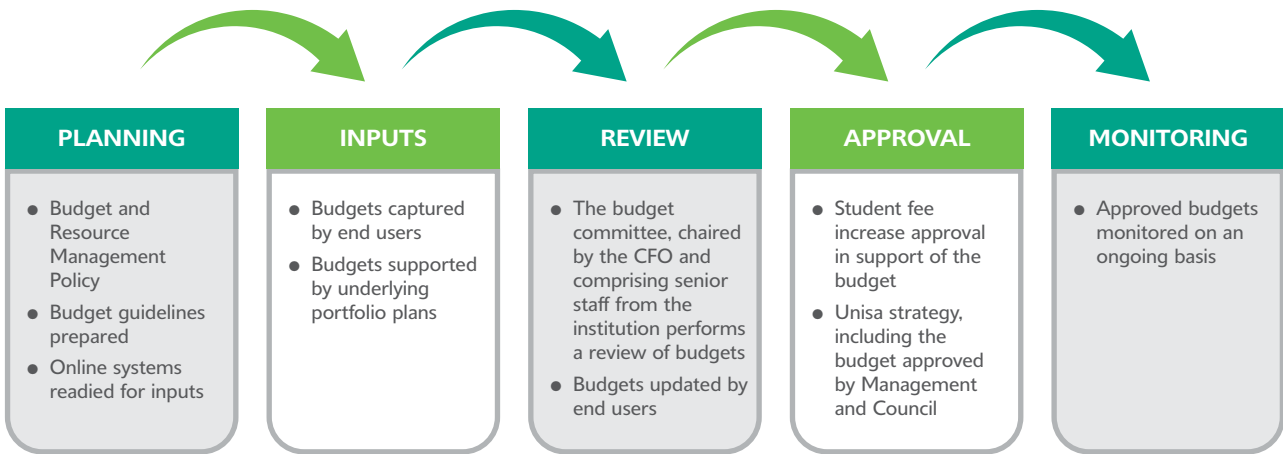
**We drive sustainability through:**

1. Policies and procedures that clearly outline outcomes, processes and responsibilities
2. Relevant skills and capacity to deliver on our mandate
3. Appropriate systems and processes to monitor and enable seamless operations
4. A culture of accountability and responsibility where employees take ownership of matters within their area of responsibility

## THE FINANCIAL PLANNING PROCESS AND OUR STRATEGY

Financial planning at Unisa ensures the university is sufficiently resourced to realise its strategy, while maintaining financial sustainability through the institutional budget. The budget is underpinned by cost management and revenue growth, largely reliant on government funding, student enrolment and human resource costs. The budgeting process is an inherent part of the integrated strategic planning process of the institution and supports the implementation of Unisa's strategies.

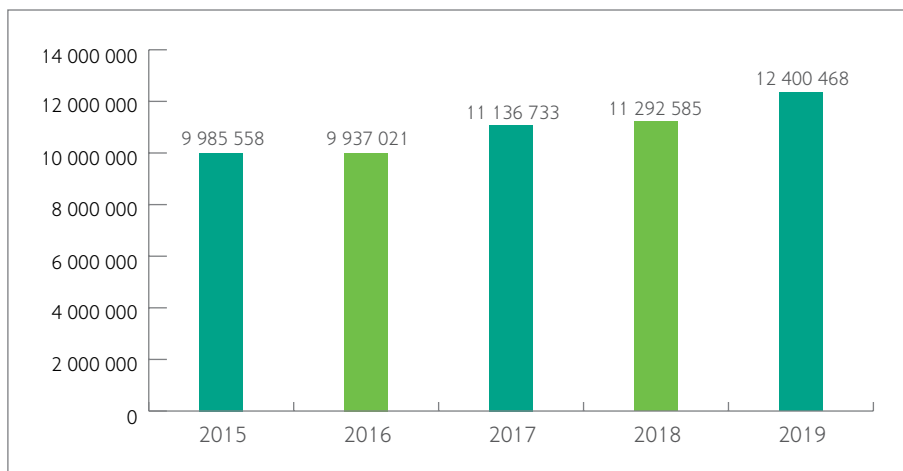
### The budget process



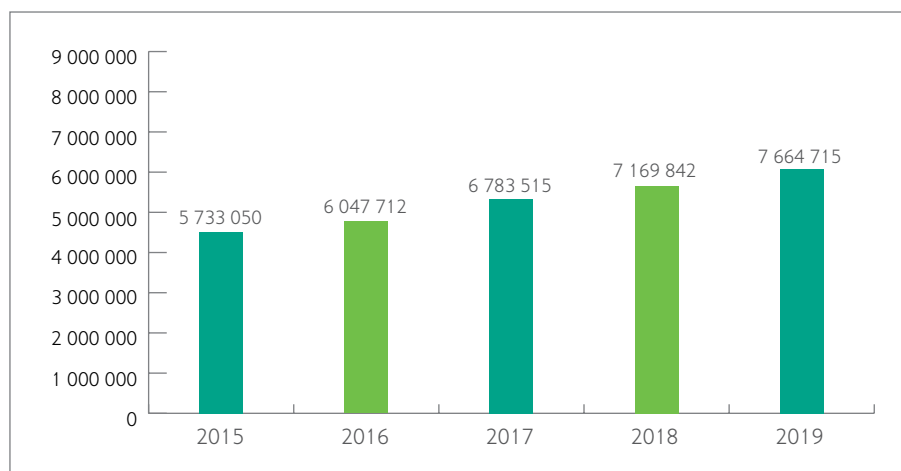
Unisa adopts a zero-based budget approach, reinforcing a behaviour of accountability and ensuring deliberate deployment of resources to key areas. The budget is prepared for a three-year period, in accordance with the Higher Education Regulations, and in support of the Medium-Term Expenditure Framework (MTEF). Budget guidelines, aligned to policy, are prepared annually and facilitate the budget process, which since 2011 has been run using online software, and include around 2 891 responsibility centres. Final budget approval is granted by Council, who also approves the student fee increases for the year. The approved budgets are monitored through regular reports submitted to management committees and committees of council. Our budget monitoring system ensures responsible utilisation of resources, value-for-money decision-making, effective supply chain practices and further identifies areas of financial risk.

## KEY RATIOS

Total assets in R000's



### Total investments in R000's



## FINANCIAL OVERVIEW

Unisa has delivered another resilient performance amidst tough socio-economic and sector conditions, highlighted by a robust investment performance, increased government funding and managed operational costs.

### Consolidated statement of financial position

	2019 R'000	2018 R'000	2017 R'000	2016 R'000	2015 R'000
Total assets	12 400 468	11 292 585	11 136 733	9 937 021	9 985 558
Total liabilities	3 000 531	2 790 578	2 707 964	2 291 449	2 379 953
Total net assets	9 399 937	8 502 007	8 428 769	7 645 572	7 605 605
<b>Investments</b>					
Total investments	7 664 715	7 169 842	6 783 515	6 047 712	5 733 050
Fair value adjustments	246 481	(666 623)	591 352	581 457	(58 978)
Return on investments	420 738	360 051	297 339	272 577	292 216
<b>Facilities</b>					
PPE net of accumulated depreciation	2 308 398	2 518 820	2 786 329	2 877 270	2 882 816

### Consolidated statement of comprehensive income

	2019 R'000	2018 R'000	2017 R'000	2016 R'000	2015 R'000
Total revenue	8 754 879	7 467 283	7 955 672	6 986 871	6 099 720
State subsidies and grants	4 197 409	3 641 120	3 349 706	3 121 598	2 529 334
Tuition fee and other revenue	3 529 693	3 763 305	3 370 481	2 690 832	2 994 139
Total expenditure	7 861 218	7 360 264	7 219 497	6 805 090	6 441 137
Personnel costs	5 588 346	5 199 797	4 864 810	4 455 763	4 210 539
Other operating costs	1 944 800	1 829 821	2 023 980	2 067 925	1 947 371

## Reserves

During the year under review R66m was transferred to reserves. The balances of reserve accounts at the end of 2019 were as follows:

- Business continuity reserve R1,271 billion
- New buildings reserve R255m
- Renewal & replacement of buildings reserve R501m
- Maintenance reserve R92m
- ICT renewal reserve R72m

## REVENUE

Unisa's revenue comprises student fees, government subsidies and other income, with the revenue mix evolving over time. Student fees are a function of the number of modules a student enrolls for while government funding is driven by headcount enrolment and throughput. In 2019 there was a decline in student fee revenue of 6,21% due to lower student enrolment, lower number of modules enrolled and a decline in international students. This decline was largely offset by the increase in government funding of R591 million, which was an outcome of increased funding being directed to higher education institutions and higher enrolment in 2017. Council approved a fee increase of 6,9% for the 2019 academic year.

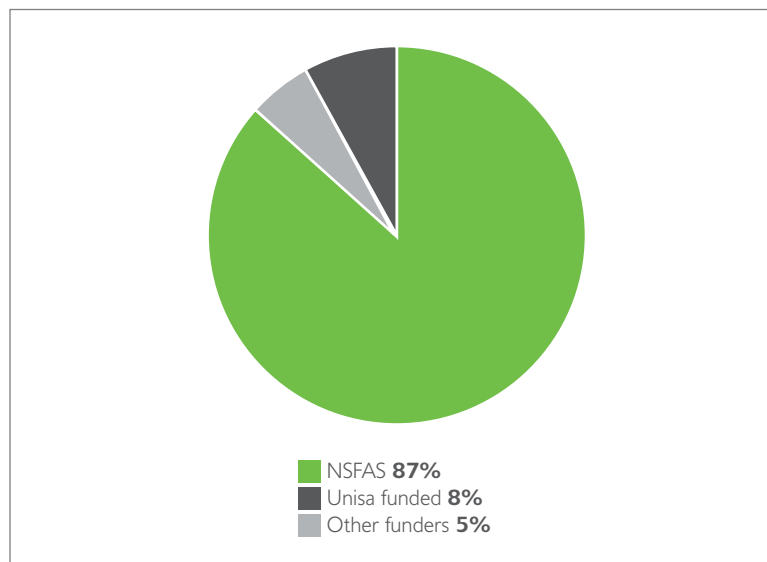
Our student fee pricing model is largely dependent on government funding. Different programmes are allocated different funds on a scale of one to four with science, engineering, technology and agriculture receiving the most funding. The scale is determined by areas which government determines are more costly to teach or fields where there are shortages of skills. A change by government in the classification of a subject field's level can have a significant impact on the funding we receive. Even small shifts in funding approach can have a significant impact due to the volume of students at Unisa. We cannot always adjust our fees to compensate for a decrease in funding, particularly in maths and science where the university has invested a significant amount in laboratories and resources. Nonetheless, we continually aim to keep the fees accessible.

Our third stream revenue which includes short learning programmes did not materialise as anticipated during the year. We are assessing our enterprise programmes to drive revenue that contribute to the top line.

Restricted funds comprise 0,21% of total revenue while unrestricted funds, which are controlled by Council, are 99,79%. Third stream revenue declined by 2,14% predominantly due to underperformance in short learning programmes. Further, additional group revenue from the operating entities has not materialised as envisaged.

Unisa's financial aid landscape reflects its commitment to provide access to higher education for all students. Its financial aid mix has over time revealed the increasing number of NSFAS students that have registered with the institution. There was an increase of 11,2% NSFAS-funded students in 2019 and funded students comprise 25% of total students.

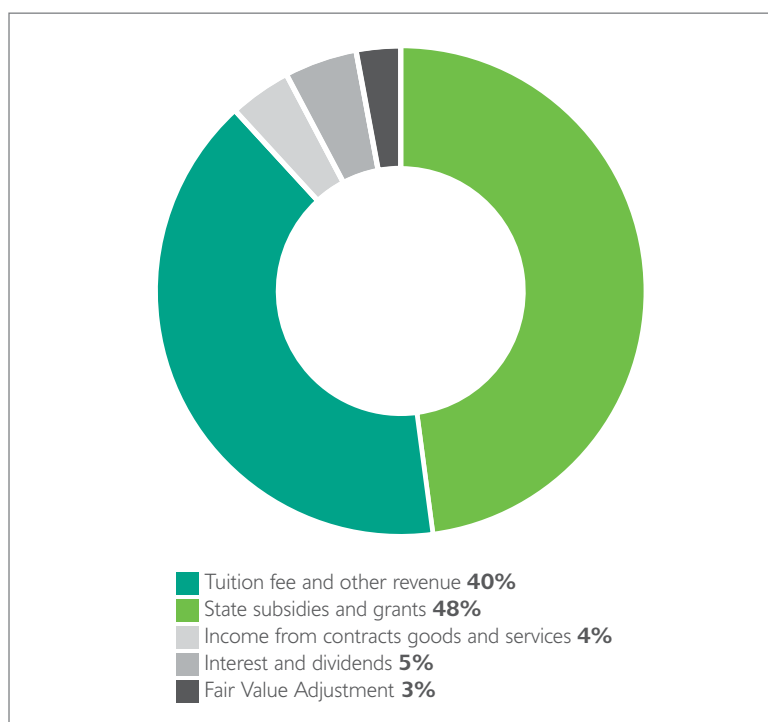
### Funded Student Revenue





Unisa's entities include Unisa Enterprises (Pty) Ltd, Bureau of Market Research (Pty) Ltd, Unisa Foundation Trust and Unisa Fund Inc. In 2016, Unisa Enterprises (Pty) Ltd, which is 100% controlled by Unisa was established as a vehicle to supplement third stream income. In 2018, Bureau of Market Research (BMR) was unbundled from Unisa and established as a proprietary company, 100% owned by Unisa Enterprises (Pty) Ltd. The BMR undertakes commissioned market research with a specific focus on household wealth, behavioural and communication, economic and demographic research. Unisa Foundation Trust was established for fundraising and continues to exist as such. Unisa Fund Inc exists to fundraise via alumni and is presently dormant.

### Revenue mix 2019



## EXPENDITURE

Unisa expenditure can be classified into three broad categories namely, operational expenditure, human resource expenditure and capital expenditure. Operational expenditure has increased by 26.95%, due to increase in operational computer expenditure and the loss on exchange rates due to the strengthening of the ZAR on the foreign investments. Human resource expenditure comprises 71.00% of total expenditure and the increase of 7.47% is attributable to salary increases over CP. Capital expenditure of R111m aimed to replace ageing equipment and new investment in key infrastructure.

### Analysis expenditure

	% Increase	2019 R'000	% Increase	2018 R'000	2017 R'000
Total expenditure	6,81%	7 861 218	1,95%	7 360 264	7 219 497
Total staffing costs	7,47%	5 588 346	6,89%	5 199 797	4 864 810

Our debt profile has been impacted by the increase in failure rates by NSFAS students as the debt remains on the books as a debt burden until the student's appeal is finalised. Increasingly, this debt is also more difficult to recover with increased unemployment rates amongst these students.

Operational expenditure	1 981 277
Human resources expenditure	5 588 346
Capital expenditure	111 163

**Total expenditure 7 861 218**

## GOVERNANCE AND TRANSFORMATION

### Governance

Unisa adopts a zero-tolerance approach to fraud and corruption. The institution has a whistleblowing policy and fraud hotline which is widely communicated to all stakeholders. Three instances of fraud and collusion were identified during the year and reported to the Unisa forensics unit and external auditors. None of these infractions were perpetrated at management level. Reports are dealt with resolutely, policies and controls in the affected areas are immediately strengthened and, where possible, losses are recouped.

### Transformation

Transformation initiatives underpinned by skills transfer and B-BBEE outcomes are integrated into our pursuit of institutional financial sustainability. 2018 saw the initiation of a programme aimed at driving SCM transformation and entailed a programme of action focusing on empowering youth, women and persons living with disabilities. Through the supplier enterprise development programme, piloted in 2019, Unisa spent 79% of non-HR expenditure on BEE compliant suppliers. Supply Chain Management established the Enterprise and Supplier Development (ESD) programme in May 2018 and during the year 160 young suppliers were added to the programme. The programme is designed to sensitise the Unisa community on the strategic role of enterprise and supplier development in terms of the university's transformation agenda, while creating an awareness of the challenges facing SMMEs at Unisa. The training programmes have started with 36 SMMEs undergoing the first module in early August 2018. The training programme continued until November 2018, culminating in 250 SMMEs being capacitated and allocated business opportunities. In 2019, 167 SMMEs were trained under ESD and a further 36 participated in the Contractor Incubation Programme.

## LOOKING AHEAD

For 2020, we have budgeted 42% revenue from fees (2018: 48%) and 47% revenue subsidies (2018: 44%). Notably, subsidies do not attract bad debt provision whereas fees from students do.

In addition, we are progressing the ability of our enterprise to claim independent third stream revenue that will contribute to the company's top line figures.

Our hope is that the new B-BBEE Act to be introduced in 2020, which allows companies points for bursaries and scholarships, will provide an area of opportunity for companies to invest in bursaries.

## CONCLUSION

On the back of the sound financial performance and a clean audit for the 2019 financial year, the balance sheet remains positive and Unisa is therefore regarded as a going concern.



*Ms Reshma Mathura CA (SA)  
Acting Chief Financial Officer and  
Vice Principal Finance and Business Enterprises*

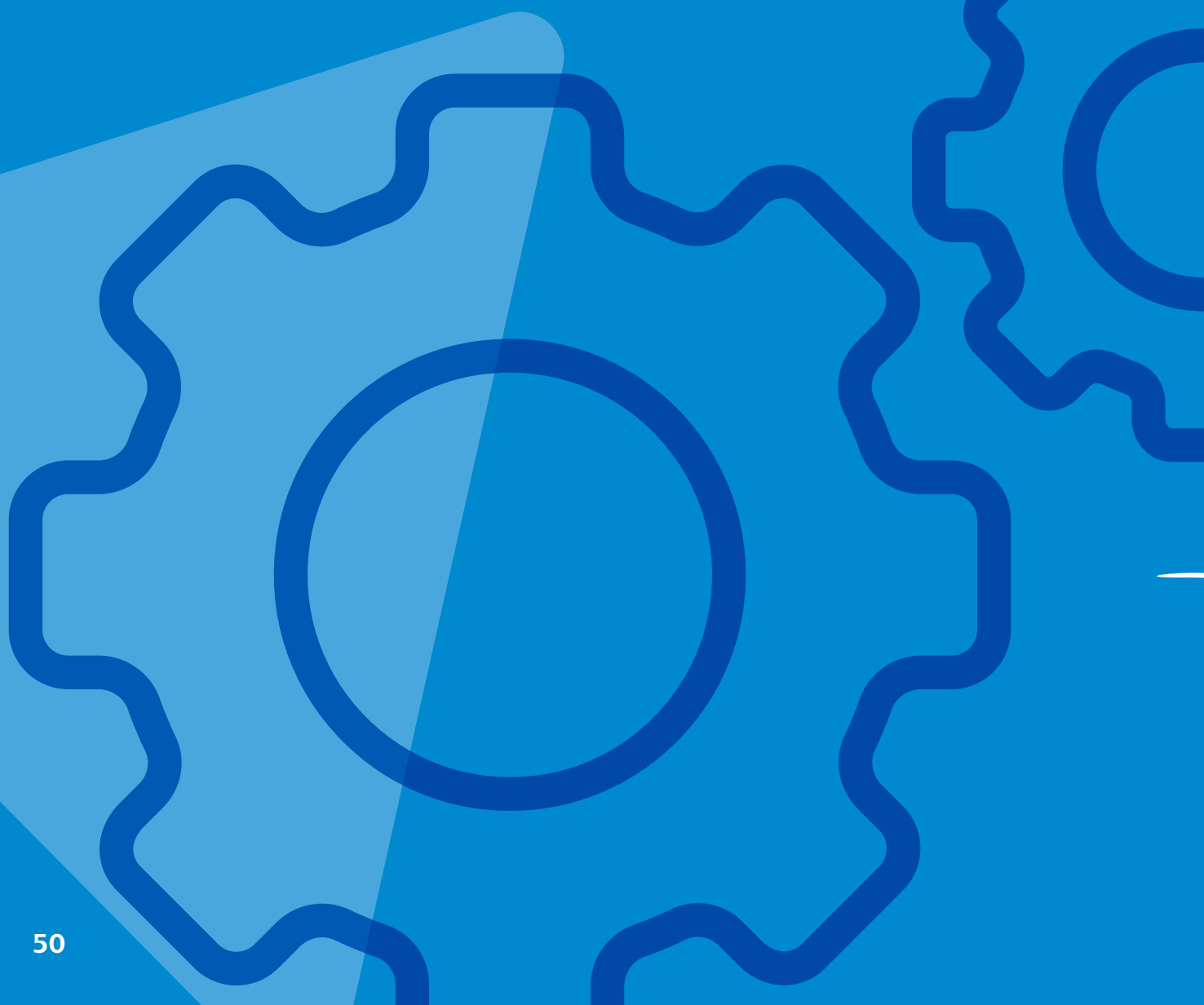


*Mr TG Ramasike  
Chairperson: Finance Investment and  
Estates Committee of Council*



*Unisa Science Campus, Johannesburg*

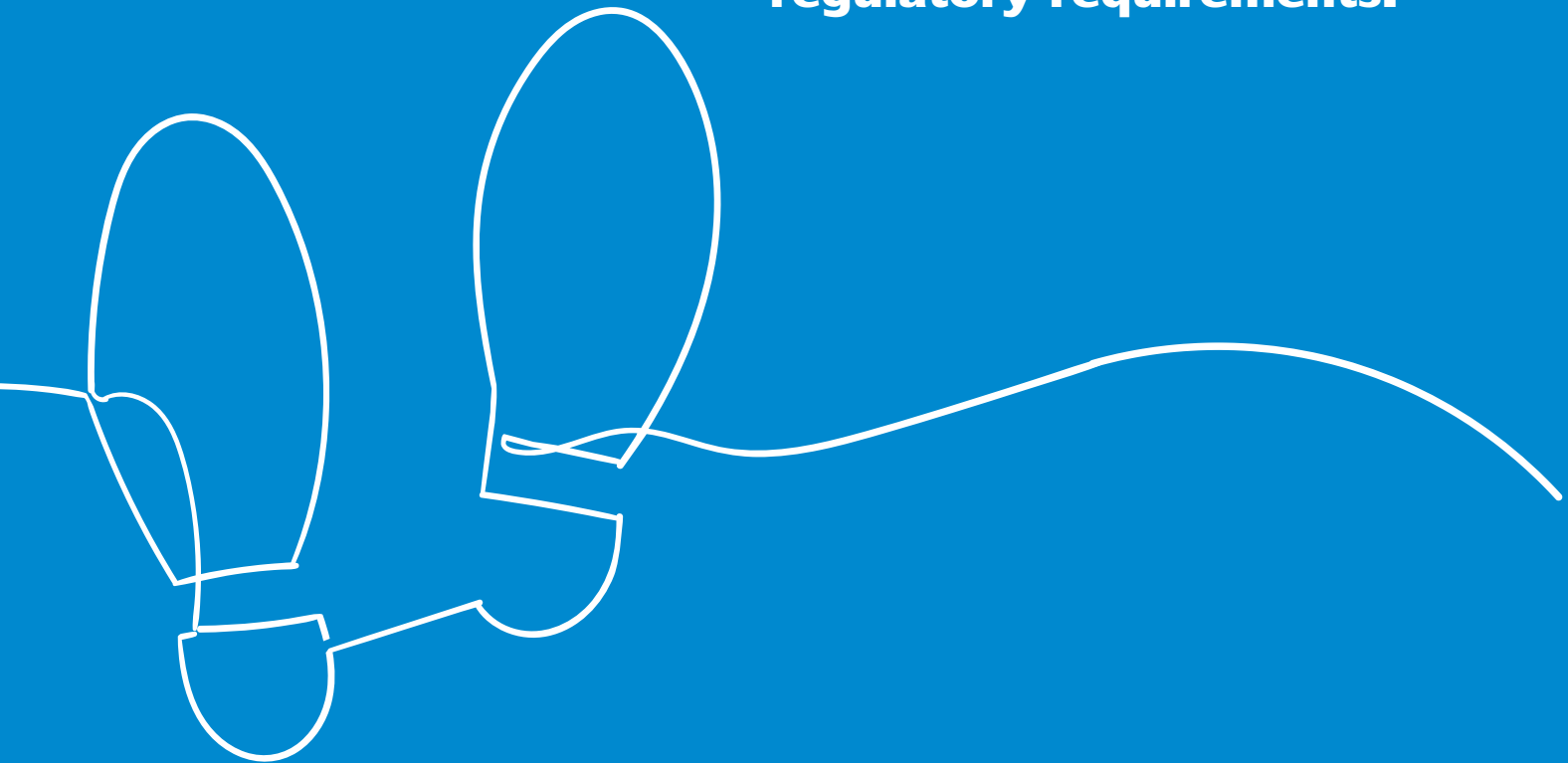
# PERFO





# OUR PERFORMANCE

**“Unisa’s institutional, governance and management structures have been continually adapted to meet emerging regulatory requirements.”**



# ACADEMIC REPORT

Senate is the highest decision-making structure for academic matters and is responsible and accountable to Council for the academic, research, tuition and community service activities of the university. As the highest authority on academic matters, Senate approves all academic programmes and matters related to tuition, research, assessment and community work. Senate further performs any other function delegated or assigned to it by Council. Senate consists of 270 members and the majority of its members are academic employees.

## COMPOSITION OF SENATE

Senate is constituted in terms of paragraph 22 of the Institutional Statute (2012) and consists of the following members:

- Principal and Vice Chancellor, who is the Chairperson of Senate, Prof Mandla Makhanya
- Vice Principals
- Registrar, who serves as the Secretary of Senate
- Deputy Registrar, who acts as the Secretary in the absence of the Registrar
- Executive Deans of the colleges
- Deputy Executive Deans of the colleges
- Directors of schools and other Directors in the colleges
- Director of the Directorate: University Teaching and Learning Development
- Academic Director: Graduate School of Business Leadership
- Director: Short Learning Programmes
- Chairpersons of academic departments
- Heads of institutes, bureaus and centres that are formally constituted
- Executive Directors
- Dean of Students
- One full professor from each department of a college and the Graduate School of Business Leadership (or where there is no full professor, an associate professor) elected by the permanent academic employees of the relevant section
- A permanent academic employee, who is not a full professor, from each college and the Graduate School of Business Leadership, elected from among the ranks of the permanent academic employees in the college or Graduate School of Business Leadership
- One permanent employee (other than an academic employee) from each college elected by employees of the college who are not academic employees
- Two members of Council, who are neither employees nor students of the university
- Two students elected by the National Students Representative Council
- Not more than five additional persons designated by Senate for the special contribution that they will be able to make to the role that Senate plays at the university

## Senate highlights 2019

Senate attended to the below matters in the year under review:

- Approved the assessment policy
- Investigation into the leaking of examination papers
- Appointment of 19 new members to serve on the Senate for the first time or in a different capacity
- Unisa enrolment plan for 2020 and doctoral review status report
- Progress on the ODeL blueprint

The following matters were referred to Council and duly approved:

- 2020-2025 Enrolment plan
- Constitution of the Institute for Corporate Citizenship
- Policy and procedure on research and development leave for professional employees, aligned with delegation of authority

## TEACHING AND LEARNING: COLLEGES

Unisa is a leading open distance e-learning (ODeL) university that offers a range of academic and vocational programmes in its nine colleges.

### College of Accounting Sciences (CAS)

*Executive Dean: Professor L Ntsalaze*



The college offers several qualifications endorsed by professional financial bodies both nationally and internationally, and it produces high quality graduates for the various accounting professions. In 2019, our postgraduate forensic auditing qualification received accreditation from the Institute of Commercial Forensic Practitioners – this qualification prepares students to write the Certified Fraud Examiners' (CFE) examination. It also forms part of the learning pathway to qualify as a Forensic Practitioner (FP) SA with the Institute of Commercial Forensic Practitioners (ICFP).

A total of 761 Unisa graduates passed SAICA's 2019 ITC (Initial Test of Competence). This is a proud national contribution that constitutes over 27% of all successful candidates in the country. It is important to highlight the significant contribution we are making towards the transformation of the accountancy profession with over 30% of black successes (Africans, Coloureds & Indians) registered from the 1 632 candidates that passed. The college has in its ranks four researchers rated by the National Research Foundation (NRF) – a rarity in the field of Accounting Sciences. In 2019 alone, for the first time in its history, the college awarded 10 Doctoral degrees. The college set a target of three academic staff members obtaining grants to fund research projects, with two staff members holding the NRF-rated research grant, two with the WiR Grant. Grants from professional bodies include a grant from SAICA for the "Tax Compliance Cost" project to establish the costs incurred by SMEs and large businesses and individuals in becoming and remaining tax compliant in South Africa; and a CIMA Centre of Excellence research grant, awarded for 2018/2019.

The year marked a time of transition for CAS. We have become one of the most transformed college leaderships in the country with 46% of management below the age of 40. This youthfulness both in leadership and staff members presents a historic opportunity for Unisa's continued contribution as a vehicle for national transformation in accountancy. This is the strength we use to exploit opportunities that become available to us.

Great highlights include the first ever promotion of an African woman, Prof Mbalenhle Zulu, to the position of associate professor, and thus improving the representation of employment equity staff members in the professoriate of the college to 16%. The college also made history in appointing Ms Mandisa Gandela as the very first African woman to the position of Deputy Executive Dean on an acting basis.

#### **College highlights**

- Signed memorandum of understanding with the Instituto Superior de Contabilidade e Auditoria de Moçambique (ISCAM)
- Hosted first public lecture where Prof Nonna Martinov-Bennie from Macquarie University, Sydney, Australia delivered the public lecture with the topic "Professional skepticism in auditing"
- Over 19 800 Facebook followers
- Staff achievements
  - Prof Erasmus received a C2 NRF rating

- o Ms Bojane Segooa was selected as a winner of the 2019 Chairperson of Council Awards for Excellence under the category: Excellent Services to the community
- o Mrs Aletta Terblanche was SAICA's Top Achiever
- o Mr Konanani Masia was appointed as CA 2025 of SAICA
- o Prof Lourens Erasmus was appointed as a part-time commissioner on the Financial and Fiscal Commission (FFC), a statutory institution that advises parliament on the equitable share of national revenue amongst the spheres of government
- o Ms Refilwe Matenche CA(SA), Founder and President of African Women's Movement (AWM), was appointed to the board of SAICA as well as its Social, Ethics and Transformation Committee
- o Mr Mlungisi Hlongwane and Mr Chisinga Chikutuma obtained their PhDs
- o Professor Bernadene de Clercq and Ms Kerry De Hart were invited to serve on the Money Smart Week South Africa Steering Committee, an initiative launched by National Treasury together with the Financial Sector Conduct Authority and the National Consumer Financial Education Committee
- o Dr Esterhuysen won the Best Paper award at the Global Business and Technology Association (GBATA) 21st conference in Paris, France.

### College of Agriculture and Environmental Sciences (CAES)

*Executive Dean: Professor MJ Linington*



The college specialises in education and training in food production and the sustainable use and management of Africa's natural resources. Based on the Unisa Science Campus with its state-of-the-art laboratories and equipment, and a dedicated group of science education professionals, CAES aims to ensure that open distance learning students are afforded the very best support and practical exposure – unique to an open distance learning institution and indeed, on par with the very best on offer from residential universities.

#### **College highlights**

- The college has several community engagement projects including training programmes such as a barista programme for deaf baristas, and food security and environmental health programmes
- Through the college's mobile veterinary clinic, primary animal health care was provided to disadvantaged communities such as Soweto and Katlehong
- In partnership with the Gauteng Department of Education (Food and Safety Directorate), the college provided training to food handlers who are responsible for preparing and serving meals to school learners
- Staff members continued to receive training on ODeL-aligned pedagogies through the centre for Continuous Professional Development
- Open Education Resources (OERs) are being introduced to formal modules as part of the supportive learning material for students.
- Through the university library, e-books are procured and access is made possible for staff and students
- A Massive Open Online Course (MOOC) for e-tutors has been introduced whereby each e-tutor has to enrol and complete the MOOC prior to commencement with tutoring
- In order to stay relevant and network on both national and international level, CAES is a member of the Regional Universities Forum for Capacity Building in Agriculture (RUFORUM) which is overseeing graduate training and networks of specialisation in the countries and universities where it works; the South African Agriculture and Life Science Deans Association and the Global Confederation of Agriculture and Life Science Universities Member (GCHERA)
- CAES academics serve on the advisory boards for Life Sciences, Hospitality Management, Clothing and Textiles, Animal Health and Agric Economics



## College of Economic and Management Sciences (CEMS)

Executive Dean: Professor MT Mogale



This college is the largest provider of business education in Africa and one of the largest in the world.

### College highlights

- The Entrepreneurship Hub offered entrepreneurship training programmes benefitting communities such as the Daveyton community, where multiple start-ups were created
- The Exxaro Chair in Business and Climate Change, housed in the Institute for Corporate Citizenship, continued to play a leading role in innovation in sustainability. The Chair incumbent, Professor Godwell Nhamo, is a member of the Green Economy Modelling Review team, the United National Environment Programme on South Africa's green economy transition and serves as technical expert for the African Development Bank Programme on developing a Green Economy index for Africa. He has been appointed to a four-member African Union (AU) high-level panel (HLP) tasked with the green innovation framework
- The macroeconomic policy analysis research flagship project led by Professor Nicholas Odhiambo not only delivered many accredited research outputs, but was also recognised for its influence on policy formulation. Professor Odhiambo is currently listed as one of the top authors in the field of economics. In South Africa he is ranked 2nd and in Africa 5th (according to the Research Papers in Economics (RePEc), a central recognised bibliographic database of working papers, journal articles, books, book chapters and software components). Internationally he is ranked among the top 5% most-cited and most-read economics authors
- The Department of Economics was ranked among the top 25% and the top 12,5% of departments or institutions in South Africa and Africa, respectively, in the RePEc ranking. In South Africa, it is ranked number five out of 59 institutions
- CEMS is ranked 7th in South Africa and 15th in Africa
- Outstanding achievements of CEMS researchers include the following:
  - Professor Katherine Malan obtained an NRF grant of R1.69 million (2020-2022)
  - Professor Cine van Zyl received the Erasmus+ Programme grant for higher education student and staff mobility
  - Professor Paul Prinsloo and his co-researchers from Felicitas Macgilchrist (g-August-Universität Göttingen, Germany), Inés Dussel (Advanced Studies Center of the National Polytechnic Institute of Mexico, Mexico), and Thomas Hillman (Göteborgs Universitet, Sweden), obtained a competitive research grant offered by Riksbankens Jubileumsfond, Compagnia di San Paolo Novo Nordisk Foundation and VolkswagenStiftung of €1 478 000 (2020 – 2024). Professor Prinsloo became the first academic from Africa to be awarded a fellowship by the European Distance and E-Learning Network (EDEN). Professor Prinsloo and Professor Su-Ming Khoo (National University of Ireland, Galway, Ireland) received an external grant worth €349 346 for Building Collaborative Approaches to University Strategies against Exclusion in Ireland and Africa: pedagogies for quality Higher Education and inclusive global citizenship
- Professor Chris Swanepoel from the Department of Decision Sciences received a special award for his outstanding contribution towards the profession of operations research from the Operations Research Society of South Africa (ORSSA)
- Professor Annemarie Davis and Professor Ruth de Villiers received first prize for their submission at the 18th European Conference on Research Methodology (ECRM) in June 2019

## Graduate School of Business Leadership (SBL)

Acting Executive Dean: Professor RT Mpofu



The SBL became a fully fledged college of Unisa in 2017 and has built a strong brand and reputation as a leading African business school of choice, offering formal postgraduate academic programmes and a range of executive education programmes, using an open distance-learning mode.

### College highlights

- The SBL shares its expertise with the broader community through various community engagement programmes including the following:
  - The Bridges of Hope project teaches entrepreneurial skills as well as basic market research skills to both youth and their informal educators/facilitators, who themselves are unemployed
  - The Ethics Institute project which entails socially responsive research in collaboration with The Ethics Institute (TEI), previously known as Ethics Institute of South Africa (EthicsSA), with a shared purpose to build an ethically-responsive society
  - Umzimvubu Catchment Partnership Support (Professor Mbatha) which involves conserving the full extent of the Umzimvubu River system (from source to sea) through the sustainable restoration and maintenance of the catchment area in a manner that supports economic development and job creation for local people
- Professor R Ramphal was appointed as the President and Director on the board of Southern African Society for Quality
- Ms S Nhlabatsi presented a paper at the Academy of African Business and Development (AABD) 20th Annual Conference in Dar es Salaam, Tanzania, and two awards were received, namely the Young African Scholar Award and the Best Paper Award
- Mr Ozias Ncube was invited to deliver a keynote address to the Chartered Institute of Government Finance and Risk Officers (CIGFARO) conference in May 2019
- Launch of the KwaZulu-Natal chapter of SBL's education programme for military veterans in Durban. Initiated by President Cyril Ramaphosa, Unisa was identified as a strategic partner for the programme which has been specifically developed for military veterans
- Endorsed The Executive Insights Series Compendium of Supply Chain Management Terms – a world-first all-inclusive reference guide focused on various aspects of supply chain management
- Received a research grant funded by the UK Arts & Humanities Research Council jointly with the Northumbria University & Strathclyde University in the UK, University of Newcastle in Australia, and Joao Pessoa University in Brazil. The research is in the future of the city centre and Pretoria is the South African city selected for the project

## College of Education (CEDU)

Acting Executive Dean: PM Sebate



CEDU is responsible for the professional education and training of close to 50% of all qualified teachers in South Africa.

The College of Education is the largest college of education in Africa with formal enrolments exceeding 100 000 and non-formal enrolments of 4 130 for 2019. It is responsible for the Initial Professional Education and Training of more than 50% of all teachers in South Africa with a continental and global reach. It is the only college with a dedicated Department of Inclusive Education to support learners with learning challenges and disabilities.

### College highlights

- In partnership with the Department of Basic Education and DHET, the college has 39 teacher centres across the country. These are fully equipped with computers, printers and video conferencing. The centres provide the college's students access to ICT and offer facilities for video conferencing
- Community engagement and research programmes which are relevant for youths and adults, prisoners, the visually disabled, the poverty-stricken, educators and learners across all four phases (Foundation, Intermediate and Senior and Further Education and Training Phases) in all learning areas in schools, School Governing Bodies, School Management Teams & TVET Sector
- The college hosted important functions and seminars this year including:
  - A World Teachers' Day with the theme of Young Teachers: The Future of the Profession
  - CEDU student support seminars held in order to assist students in terms of applications, registrations, tutorial administrative matters, NSFAS and Fundza Lushaka queries, and a gradueness audit of results
  - South African Council of Educators (SACE) seminar on professionalisation of teaching and the SACE expectations of prospective teachers
- Outstanding awards and achievements within the College of Education include the following:
  - Prof L Mnguni received the Principal's Prize for Excellence in Research
  - Dr N Madikizela-Madiya received an award for Journal's Outstanding Quality Paper
  - Dr S Mkhwanazi received an award for Courage in Adversity
  - Dr G Mokwena received a Significant Achievement Award
  - Dr H Maapola-Thobejane received an award for 2019 African Authors
  - Prof D Mahlo received recognition in the form of the 2019 Bring Her Up: Women of Firsts Award
  - Dr SJ Mohapi was appointed as Chair of Council of the Flavius Mareka TVET College
  - College of Education had 10 NRF-rated researchers, 13 academic associates and one visiting researcher

## College of Graduate Studies (CGS)

Executive Dean: Professor LI Zungu



The College of Graduate Studies (CGS) is a service college for the other colleges, regarding all matters pertaining to postgraduate studies. The college forms part of the Research, Postgraduate Studies, Innovation and Commercialisation Portfolio and is comprised of the Deanery, the Postgraduate Administrative Department, the School of Interdisciplinary Research and Graduate Studies, the School of Transdisciplinary Research Institutes and the Ethiopia Learning Centre. The college, like all other colleges, has the portfolio of Quality Assurance and Enhancement (ACADEMIC QA&E) under the Deanery, to fulfil the mandate of the Unisa Quality Assurance Policy.

Our mandate includes provision of a central hub for Master's and Doctoral (M&D) support within Unisa, South Africa and the African continent to accelerate the production of high quality M&D graduates, nurturing a research community whose primary purpose is to sustain master's and doctoral researchers within a supportive academic environment, promoting and facilitating innovative MIT and open, distance and e-learning research, inculcating an African perspective in conducting innovative research, creating a vibrant intellectual space for research innovation, scholarly debates and creative thinking within the MIT lens, the production of research and assisting master's and doctoral candidates with publishing.

### College highlights

- The Unisa-Unesco Research Chair in Nanosciences (U2ACN2) delivered outstanding research outputs including the following: 824 citations, four visiting scientists, 30 ISI-SCI DHET-approved publications and five strategic partnerships
- The SARChI in Social Policy hosted the 2019 Social Policy in Africa International Conference which has become the premier scholarly gathering on social policy in Africa. It continued to draw on the partnership of the United Nations Research Institute for Social Development (UNRISD) in Geneva, and the Council for the Development of Social Science Research in Africa (CODESRIA) in Dakar, Senegal
- Professor Jimi Adesina, chair incumbent of the SARChI in Social Policy, presented papers at three international conferences in Zimbabwe, Lebanon and France
- The Institute for Social Health Sciences (ISHS) has 14 community engagement projects within three programmatic streams which directly impact on communities in Johannesburg and Cape Town:
  - Research Unit on Men and Masculinities (RUMM)
  - Transdisciplinary African Psychologies Programme (TAP)
  - SAMRC-Unisa Violence, Injury and Peace Research Unit (VIPRU)
- The Institute for Open Distance Learning (IODeL) ran a series of training intervention programmes to provide support to Unisa staff in order to grow the profile of ODeL research and improve the quality and numbers of ODeL research outputs
- Outstanding awards and achievements in the college include the following:
  - The UNESCO UNISA iTL-NRF Africa Chair in Nanosciences & Nanotechnology garnered a host of national, continental and international accolades:
    - Chair incumbent Professor Maalik Maaza received the Galileo Galilei 2019 Award of the International Commission of Optics for his contribution in the multidisciplinary field of Nanophotonics
    - Professor Maaza was awarded the Presidential Order of Mapungubwe: Silver
    - Professor Maaza was elected as Fellow of the National Academy of Science of India (NASI)
    - Professor Zebib Nuru received the Future Leaders – African Independent Research award (FLAIR) from the UK Royal Society (UK ROySoc)

- PhD fellow Rashida Akoba received the International Commission of Optics Best Oral presentation
- PhD fellow Adama Fall received the African Materials Research Society Best Oral Presentation
- PhD fellows Sfundo Khanyile and Mbambao Makhangela were awarded the prize for NANOSMAT Society Best Poster presentations
- o The Commonwealth of Learning Chair was launched with Professor Mpine Makoe as chair incumbent
- o Professor Lindiwe Zungu received the NSTF-South 32 TW Kambule Award by the Department of Science and Technology
- o Professor Lindiwe Zungu received the Glamour Magazine's 2019 Women of the Year Award in the category of Science and Technology
- o ISHS staff continued to serve on various national and international journal editorial boards, review committees, and international conference committees, as part of the Institute's ongoing academic citizenship commitments:
  - Dr David Kimemia served as Academic Advisor to the Eskom Air Quality Offsets Committee and as a Member of the South African Bureau of Standards: Technical Committee on Liquid and Solid-fuelled Domestic Appliances.
  - Professor Kopano Ratele served as the Convener of the National Research Foundation Specialist Rating Panel on Psychology
  - Professor Shahnaaz Suffla was elected as President-Elect to the Psychological Society of South Africa.

## College of Human Sciences (CHS)

*Executive Dean: Professor K Masemola*



The college offers high-quality general academic and career-focused programmes in the arts and humanities, social sciences, education, religion and theology. The decoloniality and Africanisation projects are actively driven by CHS. In CHS, we believe that the arts, humanities and social sciences are the conscience of our country and of humanity.

### College highlights

- The college hosted a Decoloniality Summer School in January 2020. There were three main seminars:
  - o Curriculum Transformation: Potentialities and Pitfalls in the Contemporary Neo-liberal University
  - o Unearthing Our Cultural and Archeological Heritages
  - o Language, Networks of Decoloniality, and Social Capital: on the Decoloniality of Language and the African Problem
- The college hosted important seminars this year:
  - o The decolonial tide in higher education: learning, teaching, and supervision by ISHS
  - o Towards a Decolonial Psychology: Theories from the global South: Department of Psychology
  - o How does it feel to be a problem? Decolonising mental health at academic institutions
  - o Openness in Open and Distance Learning: Reality, Myth, Ideal: Prof Maboe & Dr Shabani: Department of Health
  - o African Feminism Discourse: Institute for Gender Studies
- CHS has community engagement projects such as Meal of Peace (an initiative which feeds the homeless around Pretoria), HIV integration, LGBTQ, Computer Information Literacy (for rural communities in KwaZulu-Natal and Limpopo) and Inside-out, Outside-in for SA Prisons (programme that empowers offenders focusing on prisoners in the Gauteng region)
- Outstanding achievements of CHS academics include the following:
  - o Professor Azwihangwisi Mavhandu-Mudzusi was a finalist in the 16th annual Standard Bank Top Women Awards. She was ranked among South Africa's top five women in science for changing the role of women in both the public and private sectors
  - o Dr Mbazima Mathebane was invited to form part of the Editorial Board for the Journal of Indigenous Social Development (JISD)

## College of Law (CLAW)

Executive Dean: Professor M Basdeo



The college confers professional qualifications that provide access to the legal profession, as well as various career-based qualifications in subjects such as police practice. The college consists of two schools, namely the School of Law and the School of Criminal Justice.

CLAW has an Africanised and decolonial approach to teaching, learning and research. Students are encouraged to recognise their role in improving society by provocatively bringing to their attention the consequences of colonisation (in the international law sense), as well as at the personal level when persons in positions of power act under the dictation of others and engage in corrupt or other nefarious practices.

### College highlights

- The Child Gangsterism community engagement project is designed to complement teaching and research in the college and is aimed at youth incarcerated in correctional centres, vulnerable children and youth in poverty-stricken communities. The project facilitates social cohesion for all South Africans, starting with the youth, through improved cultural identity and enhancement of feelings of self-worth and dignity
- The Institute for Dispute Resolution in Africa's (IDRA's) community engagement project on electoral dispute and conflict resolutions conducted in Limpopo was not only to the benefit of the community but also resulted in research publications
- Unisa was ranked 151+ for Law by the World University Ranking 2020
- Several members of CLAW were appointed to serve as board members and advisory committee members in external committees

## College of Science, Engineering and Technology (CSET)

Executive Dean: Professor B Mamba



The college offers general academic and career-oriented degrees, diplomas and certificates in a range of science, engineering and technology disciplines.

### College highlights

- Several projects in the college have had significant impact on local communities and illustrate how, through their research, CSET assists in finding solutions to address communities' needs.
  - Waste to Energy project installed biodigesters and waste was converted into energy for the use of an informal settlement in Lenasia
  - NanoWS4ruMp focused on water purification solutions and worked with a rural school in Mpumalanga, providing clean and safe water
  - ScienceEdge and Inspired towards Science, Engineering and Technology (I-SET) projects have reached several schools in both Gauteng and Limpopo. Mobile laboratories (courtesy of the partnership with Sasol Foundation) provided learners with access to a physical science experience and robotics
  - Learners and the society at large benefit from the cybersecurity project which is aimed at educating children about the risks involved in using information and communication technology (ICT) and also educating role players such as teachers, parents and caregivers about their role and responsibility with regard to protecting and monitoring children's activities on the internet
- Nanoscience-related research from the Nanotechnology for Water Sustainability research unit, UNESCO-UNISA Chair, the Department of Physics and the Department of Chemistry provides water and energy solutions for local communities.
- CSET researchers were awarded the following external grants and awards:
  - Dr LA De Kock received the IRG-BRICS Multilateral Grant
  - Professor A Mishra received the IRG-Russian Foundation for Basic Research / NRF Research Cooperation Programme grant
  - Dr A Kuvarega received the Water Research Commission grant
  - Professor MS Dhlamini received the NRF National Equipment Programme: Plasma-Enhanced Chemical Vapour Disposition (PECVD) System grant for over a R1 million
  - Professor T Matambo received funding from the SA National Energy Development Institute (SANEDI) for over R1 million
  - Professor T Msagati of the Nanosciences and Water Sustainability Unit received the 2019 Directorate Innovation, Technology Transfer and Commercialization Award
  - Professor D Hildebrandt and Professor X Liu were awarded 2019 First Patent Granted in Foreign Jurisdiction Award for the Fixed Bed Reactor patent granted in Australia in 2018
- CSET academics continued to develop modules' online delivery – close to 40% received training in open education resources (OERs) – lesson tools, myUnisa and other related online teaching tools
- The college has been intensively involved in building relations through the internationalisation project. Through the visits to other nations including China, India, Germany, Netherlands, Russia, USA, the college shares its expertise on research and builds partnerships or collaborations with universities of great stature

## PLANNING FOR PERFORMANCE

The university contracted with the Minister of Higher Education and Training to deliver on the following 11 predetermined objectives with regards to teaching and learning in 2019:

- Quality educational offerings serving current and future generations through a streamlined and relevant PQM appropriate to a comprehensive university, responsive to current and future societal and stakeholder needs and the unique student profile
- A leading participant in and producer of research and innovative solutions in identified niche areas, with particular focus on identifying African solutions and global responses to African/continental strategic focus areas and concerns
- Effective engagement with communities, responsive to community needs, upliftment and empowerment
- Proactive support in facilitating and supporting holistic national integration of the PSET system
- To create a management and governance framework which allows for flexibility and innovation, and ensures efficiency, high performance, service delivery and accountability
- To be a financially healthy institution with a critical contribution of third stream income to revenue
- To establish contextually relevant learning centres
- To develop a transformative work environment that enhances high performance, wellness and promotes the qualities of an engaged workforce
- To manage institutional infrastructure projects
- Increase effective and efficient service to students to promote a quality student experience
- The strategic target has shown positive movement towards better performance. This can only bode well for the institute, which is heavily reliant on technology as a delivery medium in its pursuit for full ODeL

## Numbers of modules developed and designed across the colleges during 2019

College	Number of modules completed as at 05 November 2019
CAS	9
CAES	70
CEMS	41
SBL	0
CEDU	102
CGS	0
CLAW	36
CSET	99
<b>Total</b>	<b>357</b>

The design and (re-)development is aimed at improving the pedagogical models and ensure continuous and formative assessment activities with a view to improving throughput rates of the large numbers of students registered across the colleges.

## ENROLMENTS AND REGISTRATIONS

During the 2019 academic year, 349 336 students registered for 2 123 759 modules while 22 000 temporary students for S2 2019 were cleared from the system. This translates into a 8,4% decrease in student registrations compared to 2018 (381 448 students). CLAW is the only college with increased student registrations up 10% to 62 852 students in 2019 compared to 57 002 in 2018.

### Enrolments per college in 2019

Department	2018	2019
College of Accounting Sciences	38 653	33 164
College of Agriculture and Environmental Sciences	11 098	10 073
College of Economic and Management Sciences	69 753	58 281
College of Education	114 002	106 482
College of Graduate Studies	156	189
College of Human Sciences	49 050	46 608
College of Law	55 989	61 839
College of Science Engineering and Technology	19 801	16 964
Graduate School of Business Leadership	1 381	1 335
Occasional	14 096	8 796
<b>Total</b>	<b>373 979</b>	<b>343 731</b>

### Graduates per college in 2019

Department	2018	2019
College of Accounting Sciences	4 648	5 482
College of Agriculture and Environmental Sciences	1 554	1 931
College of Economic and Management Sciences	7 622	9 071
College of Education	24 620	30 683
College of Graduate Studies	4	6
College of Human Sciences	6 459	7 814
College of Law	5 211	6 230
College of Science Engineering and Technology	1 648	1 887
Graduate School of Business Leadership	522	671
<b>Total</b>	<b>52 288</b>	<b>63 775</b>



## THROUGHPUT AND QUALITY ASSURANCE

### Exam sitting results

#### May/June 2019

728 756 undergraduate students (compared to 2018: 931 074) (NQF 5 to 7) were admitted to the May/June 2019 exam, of whom 709 446 (compared to 2018: 886 285) actually wrote (exam absence rate of 2,6%). The 2019 sitting showed a decrease of 20% in the number of undergraduate students that wrote in comparison to the same sitting of 2018.

A normal pass rate of 72,5% was reported for the 2019 May/June sitting. This is higher than the 70,1% pass rate reported for the same sitting in 2018. Over the past five sittings, the normal pass rate has shown an increasing trend, up from 68,2% in 2015 to the current 72,5% in 2019. Unisa's overall target for 2019 was set at 74,0%.

#### October/November 2019

858 252 undergraduate students (compared to 2018: 847 012) (NQF 5 to 7) were admitted to the October/November 2019 exam, of whom 829 341 (compared to 2018: 814 331) actually wrote (exam absence rate of 3,4%). The 2019 sitting showed an increase of 1,5% in the number of undergraduate students that wrote in comparison to the same sitting of 2018 (compared to 2018: 3,9%).

A normal pass rate of 71,5% was reported for the 2019 October/November sitting. This is lower than the 74,0% recorded in 2018 and lower than the exam sitting target of 74% for 2019.

### Unisa's normal pass rate

Values	Year sitting		
	2019 January/February	2019 May/June	2019 October/November
Admitted	43 246	776 115	958 234
Normal Wrote	41 445	755 802	925 555
Normal Pass	32 012	551 599	671 809
Examination Sitting Failed	6 401	129 227	149 076
Examination Sitting Normal Pass Rate	77,2%	73,0%	72,6%

#### May/June 2019

The average (mean) mark for the group that wrote the exam has increased from 54,1% in 2018 to 55,4% in 2019. Significantly, less students wrote in the 2019 sitting compared to 2018 and this decrease is consistent with similar year-on-year decreases in first-semester module registration (NQF 5, 6 & 7) in 2019 compared to 2018.

#### October/November 2019

A normal pass rate of 71,5% was reported for the 2019 October/November sitting. This is 2,5 percentage points lower than the 2018 pass rate of 74,0%.

### Pass rate by College

Values	Year sitting		
	2019 January/February	2019 May/June	2019 October/November
<b>College of Accounting Sciences</b>			
Admitted	810	70 574	82 964
Normal Wrote	803	67 915	79 955
Normal Pass	765	36 234	39 851
Examination Sitting Failed	17	20 463	25 780
Examination Sitting Normal Pass Rate	95,3%	53,4%	49,8%

Values	Year sitting		
	2019 January/February	2019 May/June	2019 October/November
<b>College of Agriculture and Environmental Sciences</b>			
Admitted	4 065	22 992	32 032
Normal Wrote	3 949	22 306	30 929
Normal Pass	3 233	14 831	19 091
Examination Sitting Failed	550	5 406	9 534
Examination Sitting Normal Pass Rate	81,9%	66,5%	61,7%
<b>College of Economic and Management Sciences</b>			
Admitted	12 737	121 170	118 288
Normal Wrote	12 295	117 773	114 492
Normal Pass	8 969	83 391	79 271
Examination Sitting Failed	2 467	22 680	24 203
Examination Sitting Normal Pass Rate	72,9%	70,8%	69,2%
<b>College of Education</b>			
Admitted	15 601	189 232	256 479
Normal Wrote	15 213	184 797	248 392
Normal Pass	12 028	155 822	213 972
Examination Sitting Failed	1 970	16 527	6 768
Examination Sitting Normal Pass Rate	79,1%	84,3%	86,1%
<b>College of Human Sciences</b>			
Admitted	4 925	189 165	241 096
Normal Wrote	4 627	185 337	234 682
Normal Pass	3 792	146 660	183 062
Examination Sitting Failed	489	18 534	23 673
Examination Sitting Normal Pass Rate	82,0%	79,1%	78,0%
<b>College of Law</b>			
Admitted	2 084	139 220	166 104
Normal Wrote	1 968	135 940	160 799
Normal Pass	1 345	88 499	100 815
Examination Sitting Failed	391	34 367	44 231
Examination Sitting Normal Pass Rate	68,3%	65,1%	62,7%
<b>College of Science, Engineering and Technology</b>			
Admitted	2 572	40 588	58 462
Normal Wrote	2 335	38 653	53 742
Normal Pass	1 650	23 436	33 852
Examination Sitting Failed	502	11 126	14 487
Examination Sitting Normal Pass Rate	70,7%	60,6%	63,0%
<b>Graduate School of Business Leadership</b>			
Admitted	455	3 185	2 811
Normal Wrote	259	3 091	2 599
Normal Pass	234	2 744	2 319
Examination Sitting Failed	15	123	199
Examination Sitting Normal Pass Rate	90,3%	88,8%	89,2%

## May/June 2019

Differences in pass rates remain evident between colleges. CEDU reported the highest Normal Pass Rate (NPR) (83.7%), followed by CHS (79.1%) and CEMS (70.7%). The latter two colleges both reported increases of more than six percentage points year-on-year. CAS reported the lowest NPR of 53.3%.

Five of the seven colleges (CHS, CEMS, CAES, CSET and CEDU) reported increases while CAS and CLAW reported decreases.

## October/November 2019

CEDU has consistently reported the highest NPR over the past five exam sitting cycles. For the 2019 sitting, a pass rate of 84.5% is reported. The second highest pass rate is reported by CHS (77.2%). Together with CEDU, these two colleges represent about 52% of the total number of students that sat and wrote in October/November 2019.

## Pass rate by NQF Level

NQF Level	Values	Year sitting		
		2019 January/February	2019 May/June	2019 October/November
5	Admitted	24	379 663	403 517
	Normal Wrote	24	367 466	387 475
	Normal Pass	6	268 872	269 845
	Examination Sitting Failed	18	63 206	72 511
	Examination Sitting Normal Pass Rate	25.0%	73.2%	69.6%
6	Admitted	353	334 627	405 297
	Normal Wrote	340	327 999	392 374
	Normal Pass	284	237 969	293 118
	Examination Sitting Failed	50	57 085	57 234
	Examination Sitting Normal Pass Rate	83.5%	72.6%	74.7%
7	Admitted	28 602	45 180	114 997
	Normal Wrote	27 518	44 112	112 170
	Normal Pass	21 684	32 040	88 714
	Examination Sitting Failed	3 689	6 245	13 300
	Examination Sitting Normal Pass Rate	78.8%	72.6%	79.1%
8	Admitted	12 870	16 064	33 624
	Normal Wrote	12 219	15 658	32 815
	Normal Pass	9 087	12 232	19 929
	Examination Sitting Failed	2 368	2 669	5 729
	Examination Sitting Normal Pass Rate	74.4%	78.1%	60.7%
9	Admitted	1 400	592	801
	Normal Wrote	1 348	577	756
	Normal Pass	955	504	627
	Examination Sitting Failed	276	21	101
	Examination Sitting Normal Pass Rate	70.8%	87.3%	82.9%

## May/June 2019

The largest proportion of UG students wrote modules on NQF 5 (50.6%), followed by NQF 6 (45.5%) and NQF 7 (3.9%). NQF 5 modules showed a pass rate of 73.2% (compared to 70.4% in 2018), followed by 72.4% for NQF 6 (compared to 70.0% in 2018) and 63.9% for NQF 7 (compared to 65.0% in 2018).

## October/November 2019

The majority of students (91,6%) sat for modules on NQF Level 5 or 6. The highest NPR reported for modules on NQF 6 was 73,8% followed by NQF 7 at 72,6%.

The pass rate of NQF 6 showed a steady upward trend over the past four sittings, while that of NQF 7 demonstrated a declining trend. As NQF 7 is the exit level for most undergraduate qualifications the declining trend on that level is of concern.

However, the biggest year-on-year change is evident amongst NQF 5, down from 74,1% in 2018 to 69,0% in 2019.

## ENHANCED TEACHING PROCESS

There were 444 undergraduate modules developed across all the colleges in 2019 (2018: 351) to ensure implementation of the university's ODeL business model and curriculum transformation for teaching and learning into undergraduate modules. The development process included initiatives to ensure the integration of 'continuous assessment for learning' practices as well as ensuring the blended character of all new modules.

## COMPOSITION AND SIZE OF STUDENT BODY

In 2019, Unisa had 342 868 qualification enrolments compared to 373 747 in 2018. Details of the profile of Unisa's students by race and gender are available in the Transformation Report on page 100. Enrolments by college are available in the Academic Report on page 62.

## TEACHING AND LEARNING DEVELOPMENTS

Unisa continuously seeks to improve the quality of teaching and learning.

### Preparing academics for Africa

The Directorate of Instructional Support and Services conducted a national investigation on how to provide capacity development to associate teaching staff at Unisa that culminated in the development of three courses. These courses, which are offered for free as Massive Open and Online Courses (MOOCs), were piloted and well received at the various Unisa learning centres in 2019. These MOOCs addressed issues such as orientation, developing academic skills required at university level, student advising and counselling. Associate teaching staff (tutors) enable the university to execute on its strategy of providing electronic support to students wherever they are.

### Inclusivity in teaching and learning

The Centre for Professional Development, in collaboration with Advocacy and Resource Centre for Students with Disabilities (ARCSWiD), introduced interventions with a focus on supporting students living with a disability. The interventions ensured the university is inclusive in its endeavours.

### Support for first year students

The Retention Unit launched its first large scale programme of supporting first year students to help them transition from school to university. Intervention initiatives for the first year programme allow students to participate at their own pace and do not require them to be at a particular place, therefore ensuring support for first year students reaches students located in all countries of Africa and abroad.

### Academic development framework

The department of Tuition Support and Facilitation of Learning launched an integrated approach to academic development in 2019. The integrated approach is supported by the newly approved academic development framework. This initiative is aimed at enhancing student success at Unisa.

## ODeL interventions

The Directorate of Curriculum Development and Transformation, in collaboration with academic staff in colleges, completed development of learning programmes and courses that advance Unisa as an ODeL institution. Curriculum development is at the core of teaching and learning and all current projects are managed strictly according to the ODeL business model. All curriculum development initiatives from the Directorate of Curriculum Development and Transformation prepare modules for implementing blended or online learning. In excess of 500 modules underwent curriculum development by the colleges. In addition, professional development of academics helps in providing them with capabilities of teaching in an ODeL environment. The Centre for Professional Development offered the following interventions towards building the capacity of academic staff towards ODeL readiness:

- Competency with the Unisa Learning Management System – 152
- Online assessment tools – 214
- Open Education Resources – 29
- Podcasts and multimedia – 30
- Introduction to working within an ODeL environment – 105

The Student Retention Unit has provided student development initiatives aimed at helping first year students to cope with university life. Weekly email communication and live broadcasts presented alternatively by the unit and academics engaged students in various aspects of studying in an ODeL environment.

## Academic planning and programme qualification mix

The university continuously reviews the profile of its PQM to determine the mix of qualifications and programmes that espouse the ambition and aspirations of a comprehensive and ODeL university that is responsive to its student profile as it attempts to prepare them for the labour market and employability. In 2019, a comprehensive review of the Unisa PQM was undertaken in collaboration with SAQA and CHE to ensure that the PQM complies with all regulatory prescriptions. A total of 471 programmes were reviewed to ensure that the PQM upholds the appropriate standards of integrity, coherence and credibility to fulfil its key obligations of relevance, cohesiveness and articulation. The PQM review further ensures a coherent framework to guide the appropriate qualification types, programmes and delivery of courses that lead to a successful academic structure and implementation in line with the comprehensive nature of the institution.

A total of 33 new qualifications have been introduced for the 2020 academic year:

- 8 Diplomas in the fields of Agriculture, Engineering and Safety Management
- 2 Higher Certificates in the fields of Mathematics, Statistics and Physical Science
- 9 Advanced Diplomas in the fields of Education, Engineering, Agriculture and Animal Health
- 2 Bachelor's Degrees in the fields of Entrepreneurship and Multimedia Studies
- 5 Honours Degrees in Education, Environmental Management, Marketing Management, Multimedia studies, Forensic Science and Technology
- 3 Postgraduate Diplomas in Agriculture, Horticulture and Education
- 3 Master's Degrees in the fields of Marketing, Security and Gender Studies
- 1 PhD in Public Health

These 33 qualifications represent a total of 20 vocational qualifications and 13 formative qualifications, demonstrating the institutional commitment to Unisa's comprehensive status as a distance and ODeL, comprehensive university.

Unisa continues to revitalise the PQM and a total of 40 qualifications have been phased out from 2020. Transitional arrangements at qualification and programme level for students are in place to ensure that no student is negatively impacted by this revitalization process of the PQM.

## Financial aid

Financial aid for teaching and learning is provided in the form of NSFAS (R1,597 billion), internal and external bursaries (R248 million).

## Multilingualism

Unisa makes every effort to develop all South African languages, specifically the intellectualisation of African languages as languages of teaching and learning and scholarship in higher education.

The language unit is responsible for the implementation of the Unisa Language Policy and made a number of advancements during the year:

- Providing the Unisa Language Policy in all official South African languages
- Welcome message displayed on e-screens in all official South African languages
- Progressed translation of exam question papers – piloted with 39 Exam Question Papers (EQPs) of at-risk modules to translate papers into four languages (Sepedi, isiZulu, Tshivenda and isiNdebele)
- College of Education has been presenting all NQF Level 5 examination papers in all official languages since 2016
- Collated a list of 140 assessment terms and translated these into all official South African languages and obtained quality assurance from various language practitioners. The multilingual assessment terminology list is being finalised and will be disseminated to all colleges after approval by the Senate Language Committee in May 2020
- A multilingual glossary on Early Childhood Psychology of Education developed by the College of Education is being quality-assured by the language practitioners from the Language Unit, Department of African Languages and Department of Linguistics and Modern Languages. This is the first of its kind in South Africa
- 239 Master's and doctoral abstracts were edited and 427 were translated from English into two official South African languages
- Sepedi classes designed to enable greetings and basic communication were presented in collaboration with the Unisa Centre for Lifelong Learning. 15 staff members completed the course during the year
- Training workshops aimed at building a team of competent language practitioners for all official languages within the organisation were conducted. Topics covered included translating specialised texts, translator competence and bilingual peer review
- Various media engagements were conducted to present Unisa's language policy implementation to the public

## RESEARCH

A certain welcome maturity has become discernible in Unisa's approach to research and innovation (R&I). The university is no longer a newcomer in the sphere of scientific research and innovation, having used the past eight years to complete the transition from a predominantly teaching university to one that is also proficient in research, including community-engaged research and the art of converting research results into innovations with commercialisation potential.

2019 was a good year for research and innovation at Unisa, which again recorded increases in research output and easily maintained its position in the top 10 research universities in South Africa (as based on the Department of Higher Education and Training's annual review of research output at public universities).

This maturity is apparent in two key trends that were strongly in evidence during 2019. First was the unequivocal alignment drawn between Unisa's R&I project and the United Nations' 17 Sustainable Development Goals (SDGs), aimed at achieving a better and more sustainable future for all. As an innovation-led institution with a strong sense of social obligation and some excellent existing work in the field of sustainable development, Unisa is well placed to contribute to the attainment of the SDGs in Africa. While the university has been active for some time in research on climate change, water quality, poverty alleviation and renewable energy, it has now expressly articulated its commitment to implementing the SDGs.

In 2019, several of Unisa researchers conducting research in fields applicable to various SDGs were awarded substantial external grant funding. This included the R7,6 million the Physics Department received from the National Research Foundation's National Equipment Programme for the purchase of a Plasma-Enhanced Chemical Vapour Deposition (PECVD) system, which will be used in the field of luminescent nanomaterials for clean energy generation and storage, which relates to SDG 7, Affordable and Clean Energy.

Quite a number of the other Unisa researchers received significant external grant funding in 2019, with six receiving grants of up to R1 million in 2019 and a further ten being awarded amounts of over R1 million.

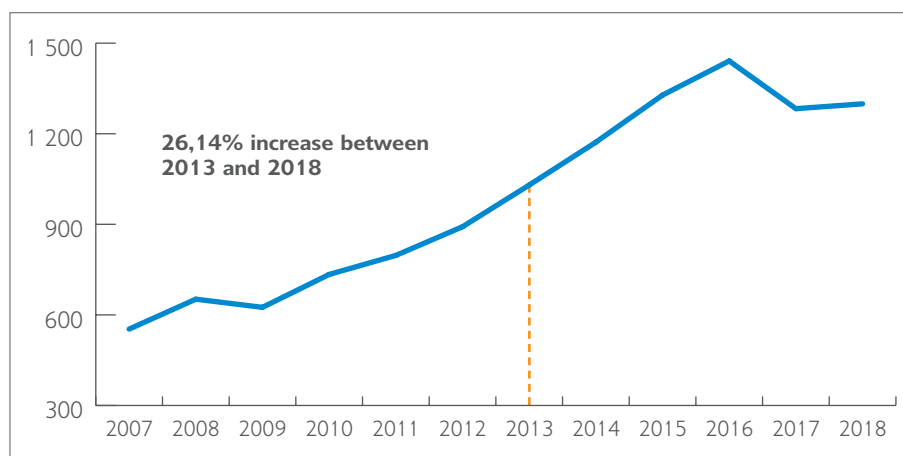
The second key trend was the growth in the university's intellectual property (IP) portfolio, including disclosures and patents. Pleasingly, in 2019 four patents were granted to the university, more than double of prior years, and a total of 25 patent applications were submitted. That is a highly satisfactory outcome considering that Unisa's first patent was granted only four years ago.

Significantly, the four patents granted to Unisa align with the SDGs as follows: Clean Water and Sanitation (SDG 6), Affordable and Clean Energy (SDG 7), Responsible Consumption and Production (SDG 12) and Climate Action (SDG 13).

Going forward, the university will be intensifying its focus on how research and innovation can support the implementation of the SDGs. Importantly, these efforts will not be the preserve of researchers working in disciplines with an obvious sustainable development focus but across all disciplines, from the arts and business to education, environment, the law, engineering and science, reflecting the integrated thinking that underpins sustainable development in its widest sense.

## Research outputs

There was a slight increase of 1,2% in awarded overall outputs between 2017 and 2018. Despite declines at two junctures over the years, between 2008 and 2009 and 2016 and 2017, the overall trend in total publication outputs has been positive.



Note: 2018 outputs are claimed in 2019.

### Trend in total publication output units, 2007-2018

In 2018, a 2,7% decline in journal units was offset by increases in books and book chapter units (24,6%) and conference proceedings (29,6%), resulting in a cumulative increase in overall outputs for the year.

The university is still holding its own in National Research Foundation (NRF) ratings and endowed chairs. In 2019, Unisa had 231 NRF-rated researchers, including three with A ratings, and was hosting seven endowed chairs, three of which were awarded by the United Nations Educational, Scientific and Cultural Organization (UNESCO). This demonstrates the important role Unisa is playing in research that will improve the equity, quality and relevance of education in Africa – Quality Education being SDG 4.

## Investment in research

Despite budgetary constraints, Unisa again made a sizeable annual investment in developing the next generation of researchers, amounting to R301 798 463 in 2019. The return on investment from this is the subsidy earned from publications, the enhanced reputational value that goes with a prominent presence in top journals and books, and an expanded pool of intellectual and research skills.

To optimise funds available for research capacity development and support, the university uses a combination of centralised and decentralised budgeting. The centralised budget is located at the Research Department in the Research, Innovation, Postgraduate Studies and Commercialisation Portfolio, and is used to fund and run programmes to develop research capacity and pay journal page fees for researchers publishing their work. In 2019, R220 978 920 in research support funding was paid for centrally.

Decentralised budgets in the form of college research funds enable researchers to attend conferences and publish in peer-reviewed conference proceedings. The money is available as and when needed, subject to internal controls, and the total amount spent across the colleges in 2019 was R30 009 280.

The university's researchers also achieved considerable success in attracting external grant funding, which is a good indicator of continued research health going forward. The research community at Unisa clearly understands that traditional sources of funding are diminishing steadily and is rising to the challenge of tapping into alternative sources.

## Qualifications profile

As the qualifications profile of its staff is one of the cornerstones of sustained research growth, Unisa academics have opportunities to develop as researchers and achieve master's and doctoral qualifications. In 2019, 60 academic staff participated in the Master's and Doctoral Support Programme (MDSP) and the Academic Qualifications Improvement Programme (AQIP). Black researchers constituted most of the participants, at 62% and 79%, respectively.

The investment made in qualifications improvement is paying off as in 2019, some 33% of Unisa's academics had master's degrees as their highest qualification, while 52% had doctoral degrees.

The permanent professional specialist/support staff who engage in research are known as the Professional Research Group (PRG). The PRG members may apply for research funds to complete a master's or doctoral degree, attend a domestic or foreign conference to present a paper and prepare a research publication. PRG members may also take research development leave to conduct their research while pursuing their master's or doctoral degree or research publication for an accredited journal.

Unisa's PRG investment in 2019 totalled R671 637 and entailed support for 18 master's and doctoral candidates, six approved grants to attend conferences, and a writers' retreat for seven PRG researchers to finalise a research publication for an accredited journal.

In addition to opportunities to improve their qualifications, all categories of staff have access to Unisa's innovation support programme, which encourages staff members to turn their innovative ideas into commercially viable solutions to societal problems, including educational challenges. Furthermore, research support has a category specifically for open distance and e-Learning (ODEL) research, enabling staff to do research that advances Unisa's capabilities to provide quality student-centred tuition.

## Protecting intellectual property

A concerted effort is being made to encourage Unisa researchers to commercialise their research and innovations and protect the IP rights associated with these. The university, through its Directorate: Innovation, Technology Transfer and Commercialisation (DITTC), provides support for IP protection and commercialisation, assists in applying for external development funding from agencies such as the national Technology Innovation Agency (TIA), and holds training workshops to educate staff and students about the commercialisation of IP. The DITTC also manages internal innovation support programmes for staff and students, as well as the Unisa International Student Exchange Programme.

DITTC is one of only a few South Africa higher education entities that offer innovation support to staff and students through several novel programmes:

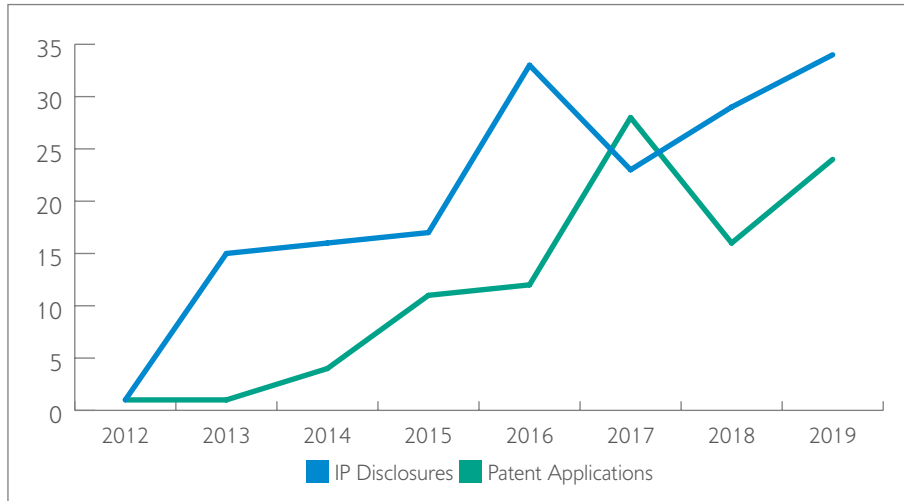
- The Innovation Support Programme facilitates the translation of research into prototypes for products and services, and saw an investment of R396 000 in four staff research projects during 2019
- The Innovation Challenge, aimed at supporting high-quality innovative ideas by Unisa students, saw eight concepts share R800 000 in funding incentives and participate in the Unisa International Student Exchange Programme. With the introduction of a new process, the number of projects supported doubled in 2019
- The Unisa International Student Exchange Programme fosters collaborative relations by connecting Unisa's young researchers and innovators to other innovation systems. During 2019, 42 students took part in the programme, visiting Michigan State University, USA in March (eight students) and October (11 students); the University of Campinas, Brazil in October (11 students); and Paris-Saclay and Bordeaux, France in November (12 students). Participants in the exchange programme are selected from the winners of the Unisa Student Research and Innovation Showcase which takes place annually in August. The exchange programme has paved the way for new collaborative programmes between Unisa and the institutions visited

In 2019, the DITTC received a total of 34 IP disclosures. This reflects 17% growth over the 29 IP disclosures recorded in 2018.

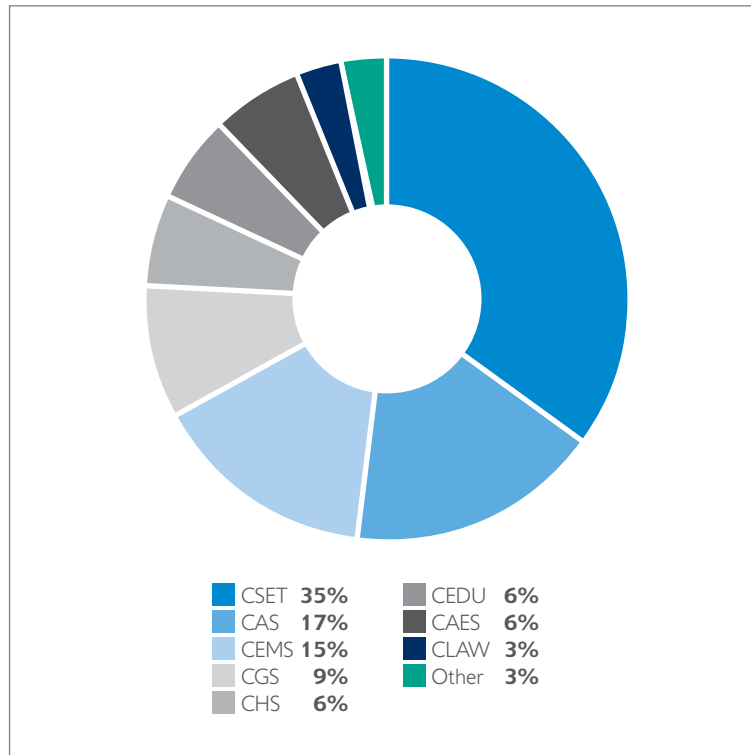
DITTC continued to receive IP disclosures from all the colleges, although the majority in 2019 came from the College of Engineering, Science and Technology (35%). This was lower than the 47% contribution this college recorded in 2018.



### IP disclosure and patent applications from 2012 to 2019



### Distribution of 2019 disclosures per college

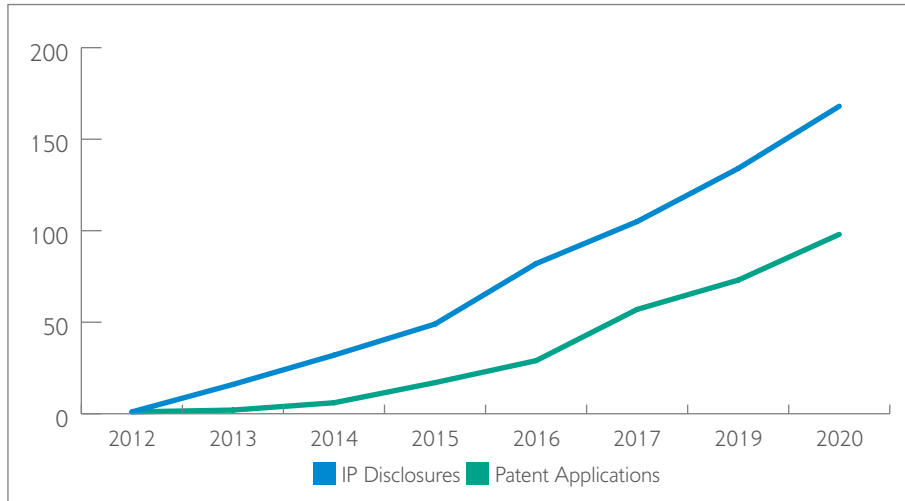


25 patent applications were processed during 2019, comprising four new provisional applications, three Patent Co-operation Treaty (PCT) applications and 18 national/regional applications. This reflects 56% growth on 2018.

In 2019, DITTC also filed two trademark applications for two of the technologies in the portfolio.

Overall, the portfolio continues to grow exponentially, as indicated by the following graphic.

### Cumulative patent applications from 2012 to 2019



### Granted patents

Four patents were granted to Unisa in 2019 as set out below:

Invention	Country	Application/grant no.	Date of grant
<b>Waste beer recovery</b>			
Professor J Dewar & Mr C Groeneveld	SA	2017/07909	29 May 2019
<b>A power system</b>			
Professor LW Snyman	SA	2017/07961	25 September 2019
<b>Irrigation sprinkler</b>			
Professor H Stoffberg	SA	2018/00764	27 November 2019
<b>Recovery of crude oil</b>			
Professor T Msagati	SA	2019/02249	18 December 2019

In 2019 and as part of ongoing efforts to market and showcase Unisa technologies in the research and innovation sphere, DITTC exhibited at the Innovation Summit in Cape Town and at the Innovation Bridge, which was part of the Science Forum, South Africa, in Pretoria.

The progress made with the IP portfolio was encouraging and here too, it is evident that researchers appreciate that research and innovation are two sides of the same coin. The challenge now will be to close the innovation loop by ensuring that our innovations are commercialised so that both Unisa and South African society at large can benefit.

## COMMUNITY ENGAGEMENT

Given its size and reach Unisa is cognisant of the wider impact the organisation has both locally and internationally and its community engagement (CE) has wide-reaching benefits. Collectively, Unisa’s colleges apply their knowledge, skills and talents in innovative and socially responsive projects, operating in diverse community contexts around South Africa.

During the year, the colleges collectively undertook 109 active registered community engagement projects compared to 113 in the previous year.

These projects are all registered with the Community Engagement office and the split of type of project was as follows:

- Purely research projects – 8
- Teaching and learning, with research – 61
- Teaching and learning, with no research – 40

These projects accounted for a total investment of R6.8 million (2018: R8.9 million). Significant research outcomes were generated through this community-engaged scholarship. In 2019, the university's researchers produced 29 community-engaged research outputs (17 accredited journal articles, one book and 11 book chapters) (2018: 70). The four-year total since 2016 is 201 publications.

## Focus areas of projects

The focus of projects differ a great deal and is often directly linked to the objectives of the host college, and the specific disciplines and expertise of the academics involved in the projects. This ensures that although the majority of projects have education as their main focus, there are also projects that focus on other critical areas. Many projects have a diverse focus and work towards impact in more than one of the focus areas.

Focus areas	Number of projects working per focus area
Anti-corruption	2
Economic sustainability	3
Education	77
Entrepreneurship	12
Environmental sustainability	12
Health	12
HIV/AIDS	6
Human rights	15
Inequality	14
Labour	5
Poverty	13
Social matters	27
Social sustainability	15
Unemployment	20
Vulnerable groups	29
Other	6
None indicated	2

## Beneficiaries by target group

Target group	Number of projects
Academics	21
All children (0-18yrs)	10
Elderly people (60yrs+)	9
Families	8
General public	25
Governance bodies	15
Men	22
Persons affected by substance abuse	8
Persons affected/infected by HIV/AIDS	5
Persons with disabilities	11
Pre-primary school children (4-6 years)	6
Pre-school children (0-4yrs)	4
Primary school children	19
School administrators	9
School educators	36

Target group	Number of projects
Secondary school children	62
Tertiary students	22
Whole communities	12
Women	24
Youth (14-35yrs)	23
Other	4
None indicated	2

The number of projects per college vary based on the size of the respective college.

### Breakdown of CE projects per college

Host	Number of active projects
College of Accounting Sciences	9
College of Agriculture and Environmental Sciences	6
College of Economic and Management Sciences	14
College of Education	32
College of Graduate Studies	5
College of Human Sciences	23
College of Law	15
College of Science, Engineering and Technology	4
Community Engagement and Outreach Division	1
<b>Total</b>	<b>109</b>

### Active projects by geographic reach

Many projects have activities in more than one province. In other instances, some projects, do not have any physical activities in any of the provinces since they conduct their CE efforts through platforms such as the internet and, as such, have a global reach.

Provinces	Number of projects active per province
Eastern Cape	13
Free State	9
Gauteng	70
KwaZulu-Natal	13
Limpopo	27
Mpumalanga	13
Northern Cape	3
North West	18
Western Cape	12
National reach	13
Africa	3
Global reach	4
None indicated	3

The focus on different socio-economic and other issues saw project leaders reaching a total of 144 (2018:203 ) communities, a total of 562 253 people (2018: 687 771).

## Student involvement in CE projects

A total of 2 430 students (2018: 3 401) participated in 37 Community Engagement projects. Through this initiative Unisa contributes to delivering confident, well-rounded graduates, who are ready to make a positive impact in all spheres of life.

Students were involved in the following ways:

- Implementation/admin – 260
- Community-based research – 24
- Short learning programmes – 10
- Community-based service learning – 123
- Leadership development – 1 059
- Volunteerism – 110

A significant measure to enhance the knowledge, ability and aptitude of academic staff in Community Engagement is the provisioning of capacity building workshops. Therefore in 2019, the DCEO completed a range of capacity building workshops to grow community engagement projects teams in engaged scholarship, sound operations, quality and good governance.

The DCEO has formed robust links with a range of stakeholders for the purpose of engaged scholarship. Academics who request support from the DCEO are linked with the relevant spaces for engaged scholarship. Academics are connected to CE projects with a wide range of community stakeholders including healthcare providers, human and social services, basic and higher education, government, faith communities, civil society, business, media, recreation, grassroots organisations, social justice formations and media.

Staff are trained in building ethical and sustainable relationships with stakeholders. Stakeholder relationships often lead to partnership agreements and, for this reason, staff are also trained in understanding partnership agreements in the CE space.

In addition to safeguarding Unisa's reputation, DCEO provides training to ensure that CE projects:

- position Unisa as an active and ethical corporate citizen
- create bridges of trust between the university and participating communities
- provide relevant, useful and contextualised products and services
- recognise and valorise community knowledge systems
- combat cognitive elitism and cognitive dissonance which devalues communities' knowledge
- implement critical feedback loops so that communities' critical comments and recommendations can be considered
- promise only what can be delivered
- work with community influencers who will understand the vision of Unisa and faithfully represent the efforts of the CE projects to the community
- address community complaints with immediate effect

## QUALITY ASSURANCE

Unisa is scheduled for a quality assurance audit by the Higher Education Quality Committee (HEQC) of the South African Council on Higher Education (CHE) from 2020. In preparation for this audit, UNISA invited the Commonwealth of Learning (COL) to undertake a trial quality audit, similar to one that had been undertaken in 2007 prior to the 2008 HEQC audit, which helped UNISA to be well prepared for the external audit. That experience provided the basis for an even more rigorous and nuanced approach this time.

As an intergovernmental organisation that promotes "learning for sustainable development" using open and distance learning (OD), COL supports open universities make the transformation from "quality to excellence." COL provides feedback to Unisa on its readiness for the CHE institutional audit and the nature of its quality assurance and enhancement regime.

COL will provide a review and independent appraisal of Unisa's policies, processes, instruments and practices from an ODeL perspective; identify gaps and support with the implementation of new and/or revised policies, processes, instruments and practices; and assess Unisa's transformation and re-engineering initiatives on learners.

Progress has been made on the COL Self-Evaluation Report (SER) during the year. The Principal and Vice Chancellor of Unisa and the President of the COL signed the Memorandum of Agreement in February 2019 and COL held its first Quality Assurance Indaba on 12 and 13 March with a follow-up session on 28 March. This served as a COL orientation workshop which prepared Unisa for the COL Audit, and for the Council for Higher Education Institutional Audit.

During an introductory workshop held in May, Professor Prasad visited Unisa to offer support in preparation for the development of the SER and a Quality Enhancement Plan. COL also facilitated a workshop in May, focusing on institutional audits, preparation of the SER and the formation of the SER writing team – composed of internal stakeholders. Dr G Gatsha and Professor R Mohee assisted with the workshop.

Writing of first draft of the SER was facilitated through various sessions with the SER Development Team, Colleges and Support Departments. These sessions were conducted by the Directorate of Quality Assurance and Promotion (DQAP) and Academic Quality Assurance and Enhancement (AQAE) between 21 and 31 May. A draft of the SER Framework and Work Plan was submitted to Professor Prasad on 24 May 2019 for his input and comments.

A writing session with the SER writing team took place on 5 June, which was followed by regional visits with students and support staff. Contributions towards the development of the SER were received from all the portfolios that make up the university structure.

A draft SER was submitted to various internal structures (SENEX), Management Committee (MANCOM), and critical readers, and a presentation to MANCOM took place in June as well as presentations to the SER Development Team, Regions via Video Conferencing (VCR) and Quality Structures of the university.

The second draft of the SER, which incorporated Professor Prasad's inputs, was submitted to the COL panel members for discussion and comments in July.

## **LEVERAGING ODEL TO ENHANCE ACCESS**

Unisa harnesses the power of Open Distance and e-Learning (ODEL) to provide students access to affordable high-quality tertiary education, irrespective of their geographic location. The university is known for delivering well-designed and interactive study material. A wide-ranging menu of support services cater for the needs of its diverse student population and includes tutorials, peer-group support, video conferences and satellite broadcasts to a virtual learning environment, Unisa's classroom – known as myUnisa – allows students to engage with their lecturers and e-tutors and to participate in discussion forums and wikis.

The shifting Unisa demographics are closely monitored as they indicate that the university has evolved from being primarily a provider for working, part-time students into an institution that now constitutes 30% of under-24-year-olds and 40% unemployed students who might be studying on a full-time basis.

Traditional teaching styles are no longer effective for Millennials and Generation Z, specifically Generation Z who were born into the age of technology. Researchers have found that these generations are not passive learners but prefer a learning environment that allows them to fully immerse themselves in the learning experience, allowing for collaboration with other students and online learning. Contact universities have also begun their journey from traditional teaching styles to a more blended approach.

Printed material demand was in line with 2018 actuals with a total of 2 339 530, 10% growth on 2019 module registrations. 76 modules were terminated in 2019, while 189 new modules will be introduced in 2020. Out-of-stock study material continued to decline recording 254% improvement from the previous year, owing to improved planning.

The most visited websites relate to student communication – both in terms of administrative and academic areas. Online administrative processes including application ([www.unisa.ac.za/apply](http://www.unisa.ac.za/apply)) and registration ([www.unisa.ac.za/register](http://www.unisa.ac.za/register)), ensure that students can apply and register from wherever they are, in this way providing all with equal opportunity to enrol at Unisa.

Considering the nature and demands of an ODeL model, Unisa assisted in developing a readiness tool (<http://readiness.unisa.ac.za/>) to guide and help prospective students to determine their readiness to study at Unisa. A Study @ Unisa brochure and website (<https://www.unisa.ac.za/sites/myunisa/default/Study-@-Unisa>) also assisted students to cope with the demands of open distance and e-learning.

In addition to the academic-related communication, by and large the responsibility of academic staff, Unisa oversees institutional student messaging in relation to issues of interest to students (<https://www.unisa.ac.za/sites/myunisa/default/Announcements>). These communications are often amplified on Unisa's social media platforms.



Prof MS Makhanya  
Chairperson of Senate



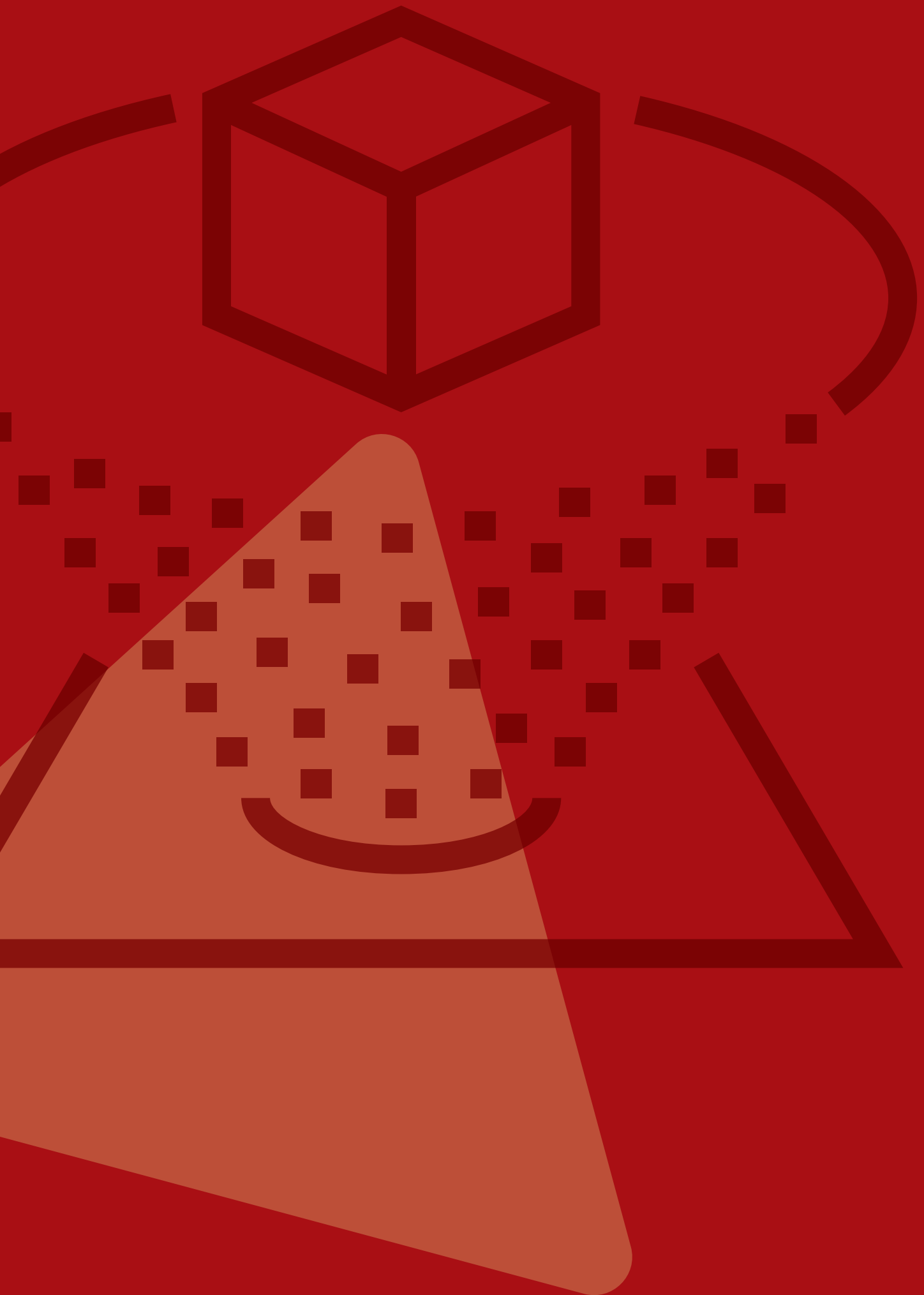
Unisa Muckleneuk Campus, Tshwane



# OUR IMPACT

**“Unisa has a total of 797 843 alumni on the alumni database of whom 370 264 are active, contactable members who receive regular communication from the university.”**





# STAKEHOLDER ENGAGEMENT

## BENEFICIARIES OF OUR VALUE PROPOSITION

- Alumni
- Diverse and geographically dispersed undergraduate, postgraduate and occasional students who choose distance education
- Researchers within identified niche areas
- Staff members

## PARTNERS IN OUR VALUE PROPOSITION

- SA statutory bodies
- Research institutions
- PSET sector
- Professional bodies
- Donors, foundations and alumni
- Employer groups
- SA community

## SUPPORT SERVICES FOR DELIVERY ON OUR VALUE PROPOSITION

- Provincial and local government structures
- Service providers, e.g. printing, ICT, regional facilities
- Print and online media

Unisa engages with its stakeholder groupings such as Unisa students and alumni, government (especially the DHET), media, other higher education institutions, donors, partners, the student representative council, labour, and communities, as part of its active community engagement efforts.

The DIA is the custodian of the Unisa brand and many of its activities and initiatives throughout the year were aimed at preserving and enhancing the university's brand and reputation. This included regular and transparent stakeholder engagements including the hosting of institutional events and the publishing of communications relevant to Unisa's various stakeholder groupings.

In recent years we faced a variety of challenges which in some cases had a negative impact on Unisa's brand and reputation status as an academic institution. The DIA developed and implemented the Unisa Brand and Reputation Improvement Plan to coordinate improvement efforts related to the quality of Unisa's products and services; to advance its vision, value proposition and to strengthen its stakeholder engagement.

## OUR CHANNELS

Unisa ensures regular and effective face-to-face communication with both internal and external stakeholders via a number of channels.

The DIA oversees the Unisa website and the public content of myUnisa. While each department is responsible for their own content, DIA coordinates and facilitates effective management and publishing of the content.

The most visited websites relate to student communication both in terms of administrative and academic areas. Online administrative processes including application and registration ensure that students can apply and register from wherever they are, in this way providing all with equal opportunity to enrol at Unisa.

## STAFF MEMBERS

The Principal and Vice Chancellor held regular scheduled engagements with various internal stakeholder groupings. The main purpose of these engagements was to build bridges with labour, provide updates on various institutional developments and share the vision and strategic direction of the university. The staff members were encouraged to raise issues and questions during the meetings, which were responded to and some are referred for further intervention by various portfolio managers.

To engage Unisa staff with the view of improving staff morale and encourage their brand loyalty an internal communication plan was rolled out. The plan was informed by an internal communication audit and included a brand engagement campaign, amongst others. Internal communication included:

- Focus, a quarterly staff newsletter
- ENews, a weekly electronic newsletter
- ENotice, a daily electronic notices
- BUA, an interactive online platform

Through these media, staff are updated on operational and management matters including Council and executive management appointments and decisions, policies and operational matters.

## ALUMNI

All Unisa graduates form part of the alumni of the university. Unisa has a dedicated Alumni Relations Office which deals with all matters relating to alumni and our communication and engagement with alumni includes electronic newsletters; YOUNISA magazine for students, alumni and friends of Unisa; college communications; stakeholder-specific communications; surveys; and invitation to and the hosting of events. Through the various communication platforms and engagements, alumni are updated on Unisa news and developments at the university.

To provide valuable networking opportunities for alumni and to encourage the active participation of alumni members, 22 alumni chapters have been established in South Africa and the rest of Africa.

The Unisa Chapters in South Africa are in Cape Town, East London, Port Elizabeth, Mthatha, Pretoria, Ekurhuleni, Durban, Bloemfontein, Polokwane and Johannesburg. In the rest of the continent there are chapters in Botswana (Gaborone), Kenya (Nairobi), Lesotho (Maseru), Mauritius, Mozambique (Maputo), Namibia (Windhoek), Eswatini, Zimbabwe (Harare) and Zambia (Lusaka). There is also a Unisa alumni chapter in England and one in the USA.

Unisa has a total of 797 843 alumni members on the alumni database of whom 370 264 are active, contactable members who receive regular communication from the university.

An annual convocation meeting was held in November 2019 at which first-hand information about the strategic direction of the university, policy formulations and other development issues were shared. Every graduate with a degree or diploma is a member of Convocation and is entitled to attend an annual meeting. Convocation membership also refers to permanent academic employees of the university including the Principal, Vice Principals, Registrar, Deputy Registrar, Professors Emeriti, retired academic employees, honorary graduates, persons who are or become graduates of the university, and its predecessors.

At Unisa, the Convocation is responsible for raising matters of concern about the development of the Convocation is represented by two members who are nominated to serve on the Unisa Council. At its 2019 annual meeting, Sabelo Mhlungu was re-elected as chairperson and will serve in his second term in office from 2019-2023.

## **DONORS AND SPONSORS**

Unisa engaged with its donors and sponsors and kept them informed about the university's financial position and stability throughout the year using multiple platforms including face-to-face meetings, telephone calls, events, social media and reports.

Fundraising efforts were primarily aimed at securing consistent income-generation streams to sustain the university's core business of teaching, facilitating learner progression, research and innovation and community engagement. In addition, an increase in revenue was required to assist the university in becoming more self-sustainable and delivering on our social mandate of providing students, especially from disadvantaged and marginalised communities, with increased access to higher education. This, however, came against the background of a weak economic growth, the higher education environment experiencing tumultuous times with an increasing demand for free education, and the university's decision to in-source security and cleaning staff putting additional strain on its financial resources.

As part of our fundraising efforts and building mutually beneficial relations with various stakeholders and donors, the directorate held regular meetings and hosted, amongst others, the annual Calabash Awards gala dinner and golf events. During the year, we retained over 75% of donors through continuous engagement and regular audits and reports on project development and progress.

Ordinarily, the Chair of the Unisa Foundation Board of Trustees represents the Foundation and the interests of the donor community on the Unisa Council. The university is in the process of regularising the Unisa Foundation Board of Trustees to keep it in line with new developments in corporate governance and this process was completed during 2019.

## **MEDIA**

The Communication Directorate in the DIA, through its media affairs unit, is responsible for liaison and engagement with the external media and the manager of media affairs acts as the official spokesperson of the university.

Unisa's relationship with the media is a much valued one, based on the principles of respect and transparency. Liaison and engagement with the external media include the issuing of media advisories, statements and releases; hosting of media conferences and networking events; as well as facilitation of media interviews for designated Unisa spokespeople. The unit is also responsible for promoting Unisa academics in the external media domain to provide expert commentary on a variety of topics that impact society.

The communication directorate is the conduit through which Unisa shares information on research and other university activities that are relevant and of interest to the public with the media. As part of the university's ongoing partnership with The Sowetan, one of the most influential and widely read daily newspapers, a Unisa-Sowetan Dialogue was hosted in honour of the late Miriam Makeba. The Unisa-Sowetan Dialogue series aims to begin an informed debate on the meaning and importance of history in shaping South Africa's present and future.

## **INTERNATIONAL RELATIONS, PARTNERSHIPS AND AGREEMENTS**

The Strategic Partnership unit located in DIA promotes mutually beneficial and sustainable partnerships worldwide and contributes to the development of higher education and training with emphasis on ODeL.

Unisa has over 400 agreements with institutions throughout the world which focus on various areas of cooperation such as research, capacity-building, offering of joint degrees, administrative and tuition support, sharing of expertise and joint coordination of academic activities.

Agreements are also in place with universities, TVET colleges, organisations such as the African Union, UNICEF, UNHR, ACDE and governments, and the university has concluded agreements with key stakeholders such as City of Tshwane and City of Johannesburg.

While Unisa is a South African university, it has concluded strategic relations and agreements with African institutions from other countries and beyond such as Australia, Germany, China, India, Netherlands, UK, Belgium, Finland, USA and others.

The respective colleges and School of Governance are also involved in partnerships and engagements with other institutions, business, bodies, etc.

## **CURRENT AND PROSPECTIVE STUDENTS**

In addition to administrative and academic communications, we keep our students informed about the university and create community spirit amongst students through social media platforms including Facebook, Twitter, LinkedIn and YouTube; SMS messages; on the myUnisa portal; quarterly newsletters and YOUNISA magazine.

The social media platforms serve as an important link to keep students informed about key decisions and resolutions such as changes to registration and examination dates. The communications on the various platforms have both an information function and a community-building function with student success stories being shared and 'increasing engagement.

Considering the ODeL character of Unisa, face-to-face communication with students is limited. The VC has six weekly meetings with the National Student Representative Council (NSRC) and other student bodies, and a student assembly is hosted once at the beginning of the year on Sunnyside Campus where the VC and Dean of Students address new Unisa students.

The student recruitment team in the marketing directorate provides both students and prospective students with updated information on study choices, qualifications and academic requirements at Unisa, and the learning support that is available to Unisa students.

The following channels were used: application campaigns in the external media; Unisa open days at the regional service centres; career days; exhibitions and expos hosted by Government Departments as well as private companies; and school visits.

Seven open days in the respective regions; 15 school visits, ten exhibitions and a workshop for life orientation teachers formed part of our engagement activities aimed at current and prospective student activities.

## **SUPPORTING THE EXPERIENCES OF OUR STUDENTS**

All our work and activities are geared towards supporting the academic project, enhancing a positive student experience, and contributing toward the holistic development of our students. Guided by strategic targets set out in the Unisa 2016-2030 Strategic Plan, namely, 'to create a management and governance framework that allows for flexibility and innovation, and ensures efficiency, high performance, service delivery and accountability', the department was able to achieve a number of successes in 2019.

To further advance meaningful governance participation by our students, regional forums for students with disabilities were launched following the elections that took place in mid-2018. The National Association for Students with Disabilities also elected office bearers. Our support to students with disabilities remained a cornerstone of our contribution to positive student life experience.

A total of 2 894 or 0,84% of the student population with disabilities were supported and assisted with registration, information about financial support, provided with devices, study materials in accessible formats, special examinations and other needs prior to and during the graduation ceremonies.

Student Development played a critical role in enhancing the leadership capacity of our student leaders (particularly Unisa's Student Parliament office bearers) by enabling their participation at the Sixth Ordinary Session of the Pan-African Parliament. This provided exposure to continental governance, geo-political nuances and leadership challenges through one of the most critical political and governance institutions on our continent.

The division supported a career awareness initiative for engineering students held in collaboration with the Gauteng Provincial Government. In an effort to advance integrated learning, the division facilitated the placement of social work students in our Student Affairs Department, in collaboration with Unisa's Department of Social Work.

# OUR PEOPLE

## STAFF PROFILE

Demographic profiles of Unisa's academic staff and professional, administrative and support staff during 2019



**1 802**

permanent academic staff members called Unisa home in 2019



**1 647**

from South Africa



**155**

from Africa and rest of world

**103**  
Junior lecturers

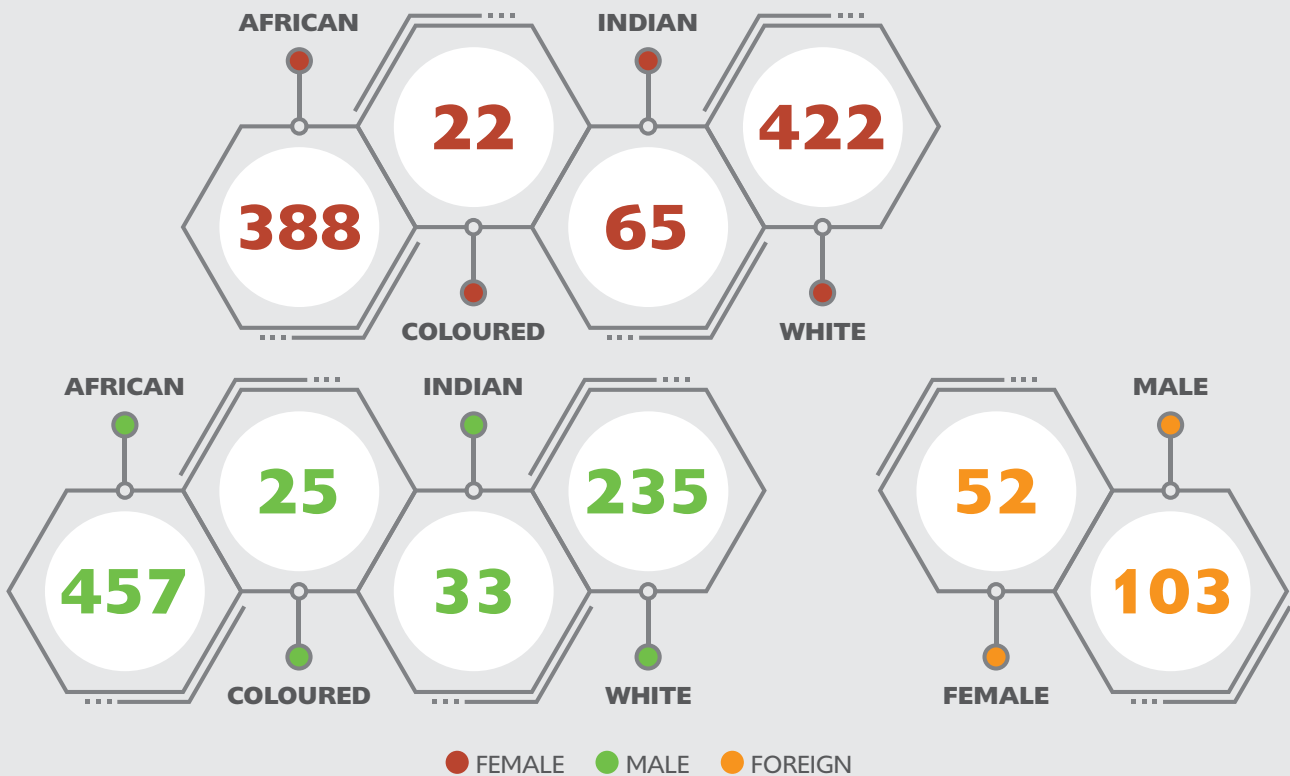
**587**  
Lecturers

**553**  
Senior lecturers

**266**  
Associate professors

**293**  
Professors

### ACADEMIC STAFF BREAKDOWN BY RACE, GENDER AND NATIONALITY



**4 092 professional, administrative support and service (PASS) staff worked at Unisa in 2019**

Further information can be found in the transformation, equity and human resources section on pages 101 to 106.

There has also been a complete turn-around and reversal in the overall staff profile to becoming female dominated to date. Due to natural attrition and retirement of older staff members in key and critical positions, especially within the Maintenance Directorate; and owing to the increasing capacity shortages to adequately respond to service requests; the department requested assistance from HR to merge some of our existing vacancies to create and fill positions on a fixed-term contract basis until such time that the overall departmental structure which is under review had been completed and endorsed by UBF and the UNISA Management Committee.

As at 30 June 2019, Unisa had 7 503 employees (7 301 in December 2018), 5 808 permanent employees and 1 695 fixed-term contract employees (short-term contracts without benefits). There has been exponential growth in the number of African females and there has been a gradual decline in the number of white males from 510 in 2018 to 475 in 2019. This is due to retirements that took place over the past few years, more particularly from the Maintenance Directorate. Where vacant positions were advertised on a full-time basis, the department took considerable strides to attract appropriately qualified mid-level managerial staff; especially in its Maintenance Directorate where skills are already scarce within the labour market. Quantitative progress towards meeting targets can be found under transformation, equity and human resources section on pages 101 to 106.

### Finalisation of insourcing

The previous insourcing of gardening, waste and recycling, and cleaning staff was completed in the latter part of 2018 and additional cleaners and other staff members were appointed on a fixed-term contract basis to cater for the increased workload and staff shortages. The net effect has been an increase in the number of facilities' management employees which rose from 469 in 2018 to 586 by October 2019.

There has been a reversal in the overall staff profile (which was 74% male-dominated pre-insourcing process); to becoming female dominated to date. Females occupy 65% of all filled positions and males 35%.

### Personnel costs

Amounts in R'000	2019	2018
Salaries and wages	5 205 150	4 972 684
Provident fund costs	301 484	265 783
Post-retirement medical aid benefits	81 712	78 314
<b>Total</b>	<b>5 588 346</b>	<b>5 316 781</b>

## ENGAGEMENT

Staff members are encouraged to raise issues and questions during the meetings, which are responded to and some are referred for further intervention by various portfolio managers.

This plan was informed by an internal communication audit. Engagements were held with the following targeted staff groupings:

- Meeting with academic staff
- Quarterly meetings with organised labour (APSA, NEHAWU and Black Forum)
- Meetings with new staff members aimed at introducing them to the Unisa culture
- Meetings with staff in the seven regions
- Meetings with the Unisa Women's Forum

Internal communication included:

- Focus – quarterly staff newsletter
- ENews – weekly electronic newsletter
- ENotice – daily electronic notices
- BUA – interactive online platform

## **EMPLOYEE RELATIONS**

Our Human Resources Department is responsible for employee relations. There is an employee, disciplinary and grievance policy that governs these relations available on our intranet and on request.

Staff members are expected to observe Unisa's ethical obligations in order to conduct its business through the use of fair commercial competitive practices. The Code of Conduct and Ethics was reviewed by Council in 2019. The Council has a separate Code of Ethics and Conduct for Council members which is signed by all members upon appointment and annually thereafter.

There were 48 disciplinary cases during the year for: insolence, absence from work, negligence in performance of duty and breach of policy, reporting late for duty, abusive and offensive language, intimidation, insubordination, gross negligence, plagiarism, dishonesty, fraud, lying – false complaint, intimidation, and drunkenness on duty. The disciplinary hearings resulted in various warnings being issued (verbal warning, written warning and final written warnings issued to staff members) and three dismissals.

We pay tribute to all our staff members that we lost during the year and our condolences go out to their family and friends.

## **HARASSMENT**

The university is dedicated to creating and upholding a climate where all employees and stakeholders are treated with dignity and respect. Harassment in the workplace is not tolerated under any circumstances and wrongdoers are disciplined. Grievances raised in respect of harassment will be dealt with timeously, delicately and privately, and no person who raises a grievance about harassment will be victimised.

Eleven grievances relating to harassment were reported during the year. Nine of the cases related to bullying and two to sexual harassment.

## **NON-DISCRIMINATION**

We do not tolerate discrimination. Reported instances are immediately and properly dealt with under our Code of Conduct and Ethics, and related disciplinary procedures. Policies are reviewed annually and distributed to employees.

Five incidents of discrimination were reported during the year. All of the discrimination cases related to racism.

Eleven of the harassment and discrimination cases were finalised by 31 December 2019, while five cases were carried over to 2020. Of the finalised cases, five were resolved through mediation, two cases were withdrawn by the complainants, two cases were dismissed and in two instances the cases were closed due to no action by the complainants. Three of the cases that were not finalised by 31 December 2019 were referred for disciplinary action and two cases were still active grievance cases.



# COUNCIL STATEMENT ON SUSTAINABILITY

The Social and Ethics Committee of Council (SECoC) advises the Council and monitors the university's activities relating to social and economic development, good corporate citizenship, labour and employment, stakeholder satisfaction and ethics. It also accepts responsibility for this sustainability report, which focuses on inclusivity of stakeholders; innovation, fairness and collaboration; social transformation; generation of alternative streams of income and environmental sustainability. High-level trends are highlighted here and the detail can be found in the relevant sections of the report as indicated as well as in the sustainability report on page 89.

Unisa adopted the Green Economy and Sustainability Engagement Model (GESEM) consisting of a number of policies and position statements in 2012. The GESEM became part of an institutional mechanism through the establishment of the Sustainability Office in 2013. The university's Sustainability Framework constitutes the parameters for the sustainability drive of Unisa under the GESEM and provides a road map for sustainability that focuses, in a tangible manner, the university's efforts to meet its commitment to ensuring a sustainable future, thereby increasing awareness of and commitment to sustainability and informing Unisa's responses to issues related to sustainability. To ensure a sustainable university, the five capitals model was adapted to underpin the sustainability principles of Unisa.

Reporting on the matters reflected in the mandate of the SECoC is summarised in the table below:

	Q1	Q2	Q3	Q4
1. Social and economic development	X			X
2. Good corporate citizenship			X	
3. Environment, health and public safety		X		
4. Service delivery, reputation and stakeholder relationships		X		X
5. Labour and employment	X		X	
6. Ethics management	X	X	X	X

The SECoC carried the following matters over from 2018:

- Unisa Foundation budget allocation for community engagement and the colleges' community engagement budget
- Review of the student relationship management system
- Guidelines for the appointment of external markers and the revision of the Policy for the Ombudsperson

Progress on these during 2019 was as follows:

- Unisa Foundation budget allocation for community engagement and the colleges' community engagement budget – resolved as the amount referred to was a donation for a specific project
- Review of the student relationship management system – implementation has commenced
- Guidelines for the appointment of external markers – finalised. A directive was given to investigate alleged unethical behaviour by external markers
- Revision of the Policy for the Ombudsperson – not finalised

The revised terms of reference of the SECoC was approved in May 2019.

## INCLUSIVITY OF STAKEHOLDERS

Discussions on service delivery, reputation and stakeholder relationships is a standing agenda item of the SECoC. Under this item, reports relating to external media presence (including social media), quarterly college reports on students' grievances and the Report of the University Ombudsman are considered. The Report of the University Ombudsman is a trend-analysis report indicating the nature and extent of the problems that are reported to the Office of the Ombudsman. The Ombudsman's Office is geared towards managing conflict, focusing on improving staff and students' life experience and the work environment. The matters referred to the Ombudsman tend to revolve around conflicts with colleagues, lecturers or supervisors; academic or student administration frustrations (including NSFAS); communication gaps; poor or absent student support; rights infringement allegations; conflicts with advisors; concerns about job status and an ethics inquiry. Four complaints were consulted via or referred to the Unisa Ombudsman by external statutory bodies such as the Public Protector and the Human Rights Commission during the year.

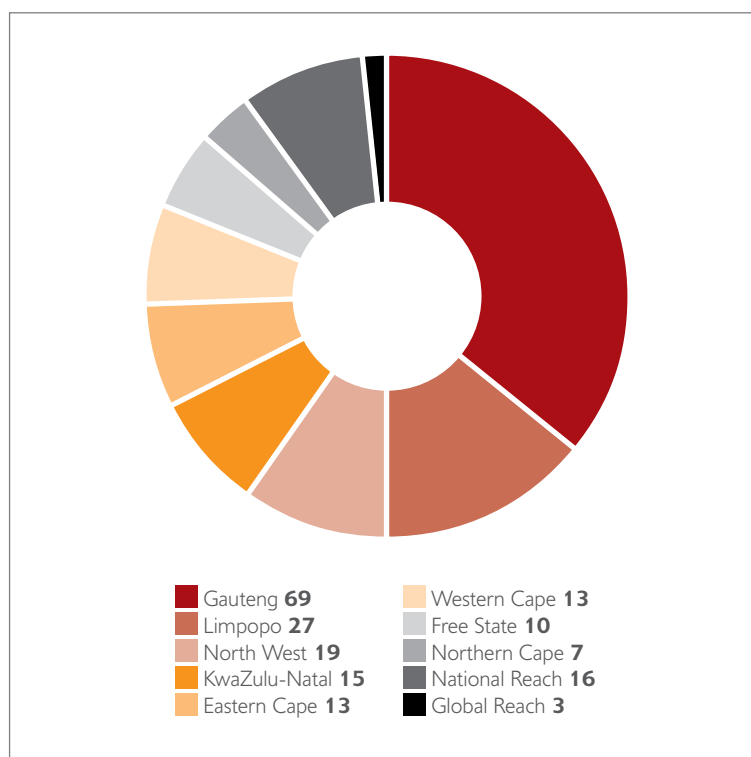
Labour and employment is another standing matter on the agenda of the SECoC, which includes reporting on staff training and development and the review of UBF constitution to ensure that it complies with relevant legislation and remains up to date with developments in the collective bargaining sphere.

2019 saw the further embedding of the student support desk in each college which was approved in 2018. These desks deal with telephonic, email and face-to-face student queries, problems and complaints.

## INNOVATION, FAIRNESS AND COLLABORATION

A lot of work went into the development of our new web environments (the corporate website, myUnisa and intranet) in 2019 based on user experience design research. Positive reporting in the external media covered the successful hosting of the first Unisa-Sowetan Dialogue for 2019 held in remembrance of Unisa honorary alumnus, the late Dr Miriam Makeba; the appointment of Unisa's Dr Marcia Socikwa to the Board of the SABC; the partnership entered into between Unisa and the Mossel Bay Library which will see the library serving as a depot for Unisa study material; as well as the successful hosting of the OK Matsepe Lecture, in partnership with the Limpopo Provincial Government. Many community engagement projects have activities in more than one province. In other instances, some projects do not have any physical activities in any of the provinces since they conduct their CE efforts through platforms such as the internet and, as such, have a global reach. Where projects have indicated a national reach, it implies that activities are undertaken in all provinces, or beneficiaries are reached in all provinces.

Number of projects per province



An amount of R6.7 million was made available for these projects. Factors that affect the choice of the community include:

- Travel distances to curtail travel costs
- Alignment between requests from communities and the objectives/skills profile/niche areas of the host college
- Alignment to the National Development Plan, Africa 2063 and the Sustainable Development Goals
- Engaged research problems, e.g. if engaged research is conducted on water purification then a community is selected based on their water purification challenges and the need for water purification solutions
- Prescriptions of existing institutional partnerships and agreements with stakeholders

As a standing item, ethics management features prominently on the agenda of the SECoC. Ethics is looked at from the perspective of both corporate ethics and research/integrity ethics. The Operational Plan of the Ethics Office focuses on the governance of ethics. The implementation of the Institutional Ethics Management System which was deferred to 2019 was however not finalised.

The ethics management programme in the form of ethics initiatives and ethics interventions continued with a specific focus on student leadership (student parliament in particular) and an online ethics course on ethics in higher education. A decision was taken to develop a code of ethics for Council members, aligned to the King IV report on corporate governance, and a review of the Institutional Code of Ethics commenced. We have granted approval for a lifestyle audit of executive management by external service providers in 2020. The objective of the audit will be to establish if legal and declared income is in line with the cost of living or lifestyle of the individual. The audit will be conducted on a voluntary basis.

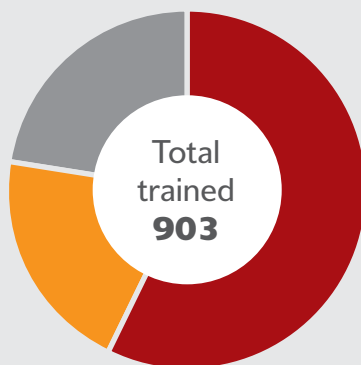
2019 saw a growing national and international recognition for Unisa's role in providing research ethics and integrity in leadership. Three Unisa employees were elected as members of the Research Ethics Committee Association of Southern Africa's (REASA) Executive Committee namely: Professor Lizeth Roets, Professor

## RESEARCH ETHICS TRAINING FIGURES

2019



**28** RIO coordinated workshops

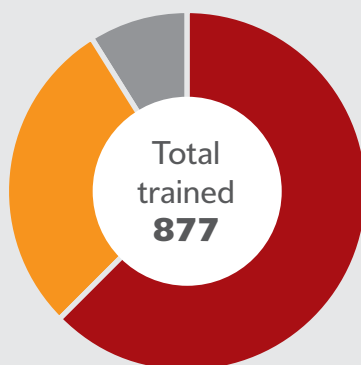


Unisa employees: **517**  
 Postgraduate students: **184**  
 External stakeholders: **202**

2018



**29** RIO coordinated workshops

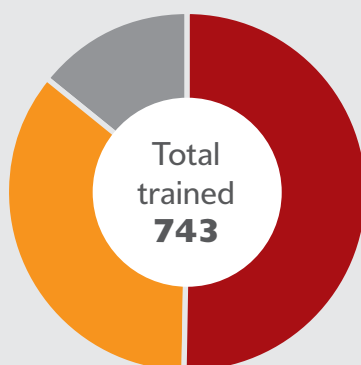


Unisa employees: **548**  
 Postgraduate students: **252**  
 External stakeholders: **76**

2017



**20** RIO coordinated workshops



Unisa employees: **375**  
 Postgraduate students: **263**  
 External stakeholders: **105**

Marelize Schoeman and Dr Toby Tobe Nwachukwu (post-doctoral fellow). We were also requested to design a best-practice research integrity model for Higher Education Institutions in Kenya, and to provide training on the model. The Ethics Review Committee of the Department of Social Work was registered with the National Health Research Ethics Council. This means that our number of registered ethics review committees increased from three to four in 2019. In addition, the Departments of Sociology, Psychology and Anthropology are working together to establish a joint registered committee and the CAES Animal Research Ethics Committee commenced planning towards registration during 2019.

The policy on Research Ethics was revised and will be submitted to Senate in 2020 for approval. The revised Policy on Conducting Research involving Unisa employees, students or data will also be submitted to Senate in 2020 for approval. In addition, the Terms of Reference of the Research Permission Committee (RPC) was revised and a Standard Operating Procedure to appeal a decision of this committee has been developed.

The final report on the collaboration between the WWF South African and Unisa (funded by The Green Trust) on travel demand management of staff to and between campuses, was launched in May 2019. The project determined employee travel patterns and their carbon footprint. The report recommends further research or actions that could facilitate more sustainable travel patterns and accompanying emissions reductions. Unfortunately, we took a step backwards in this regard when the 'professors working from home' initiative was cancelled and all professors that had participated in the initiative had to resume traveling to and parking on already congested campuses.

## **SOCIAL TRANSFORMATION**

Social and economic development is a standing matter on the agenda of the SECoC with standing items on diversity management, employment equity and human rights issues. This includes the institutionalisation of the UNGC principles and national legislation related to social and economic development. With regards to the latter, the SECoC noted the aspects of the Unisa Compliance Universe that have an impact on the functioning of the committee. The Universe is compiled in terms of the context of the SECoC's broader governance responsibilities in terms of law and best practice corporate governance codes.

We decided not to submit a voluntary UNGC report in 2019, but resolved that a progress report should be made available to the committee annually even if a report is only submitted to the UNGC bi-annually.

In our continued efforts to provide a healthy and safe environment we can report that 100% of assessments of UNISA-owned facilities have been completed, meet Occupational Health and Safety (OHS) standards and are compliant with legislation. Certificates of Compliance were obtained for seven sites and 78% of remedial work has been completed. Maintaining a total of 292 165 m<sup>2</sup> (261 081 m<sup>2</sup> owned and 31 084 m<sup>2</sup> leased) is a significant achievement.

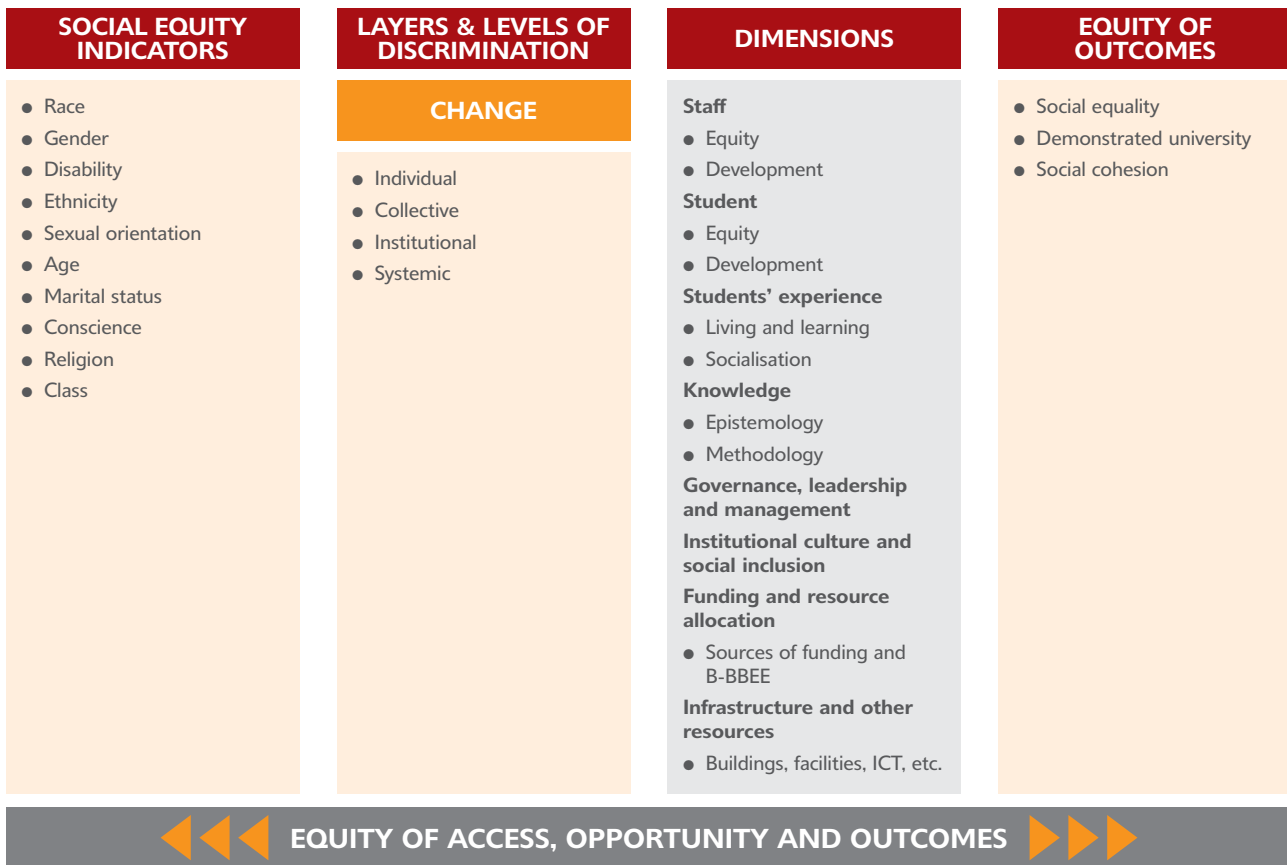
A major effort in this regard was the closure of the Muckleneuk Campus from 01 to 12 July 2019 for the maintenance of buildings and other infrastructure. These maintenance works required some building servitudes to be completely inaccessible to allow for repairs to be carried out unhindered, fully mindful of the general OHS considerations. Despite several extenuating challenges, 5 km of wastewater piping was replaced in the OR Tambo and Winnie Madikizela Mandela buildings, while electrical installations were upgraded to meet the latest regulation on four of the seven floors of the Simon Radipere building. The refurbishment of offices on four floors of ORT and one floor in Anton Lembede building and the upgrade of the HVAC chillers and the refurbishment of accommodation across several buildings continue. Our upgraded venues and conference facilities now have world-class video conferencing equipment located in all main halls, boardrooms, lecture rooms, and conference rooms.

The SECoC has oversight of the register of 'high-value contracts' (above the delegation value for a VP) and medium-value contracts; the register of 'regular vendors', i.e. where a vendor received more than one tender in a year; recipients of the high-value tenders B-BBEE; the register of exceptions to Procurement Policy – authorised and unauthorised deviations. In 2019, 79% of procurement spend was on suppliers (including municipalities and foreign suppliers) that are compliant with the B-BBEE Codes of Good Practice. If municipalities and foreign suppliers are excluded from the total, 96% of procurement spend was on suppliers that are compliant with the B-BBEE Codes of Good Practice. No vendor received more than one tender in 2019.

To assess transformation at Unisa a transformation barometer has been adopted. The barometer presumes that a transformation project that is substantive should lead to qualitative change, for example, addressing social inequalities, marginalisation and exclusion in society in general.

We undertook an investigation on whether the chemicals that were being used in the laboratories at the Unisa Science Campus had any negative impact on the environment. The report focused on the measures to be undertaken to ensure that there is no negative impact on the environment domestically and off-site by attending to local storage issues and ensuring that the long-term contract for the removal of hazardous waste is awarded to reputable contractors. On the positive side, we did not incur any fines as a result of non-compliance with environmental legislation.

## Transformation Barometer



With the implementation of our first ever Sustainability Framework nearing completion and the envisaged focus on the Sustainability Framework 2030 to be the Sustainable Development Goals, we hosted an SDGs Indaba on 29 November 2019. This Indaba was attended by key internal stakeholders from Unisa and several external stakeholders and other universities. The Indaba culminated in the signing of a declaration of intent which will inform our Sustainability Framework 2030 and the implementation of targets emanating from the relevant 12 goals identified. Notwithstanding the development of the Sustainability Framework 2030, the implementation of the master plans developed under the previous Framework continued. Progress was monitored by means of monthly feedback meetings of all internal stakeholders. Challenges were still experienced with the monitoring of water and electricity usage on some campuses. We continued to experience challenges with the structured collection of data to determine and manage its carbon footprint. The lack of buy-in for and commitment to this initiative remains a cause for concern.

We are particularly proud to announce that our Lenasia campus, including perimeter lighting and fencing, is now running 100% on renewable energy. This is a major achievement for this semi-rural campus that once had a very erratic power supply from the grid, resulting in diesel generators operating close to 80% of the time. This project has also had significant spin-offs for the community as it led to a collaboration with a neighbouring cattle farmer to establish a biogas plant which will supply the community with biogas on their doorstep for cooking. Diesel consumption on a number of other campuses remains unacceptably high – primarily as a result of load shedding. Continued implementation of the Alternative Energy Sources Master Plan will help us to reduce this consumption in future.

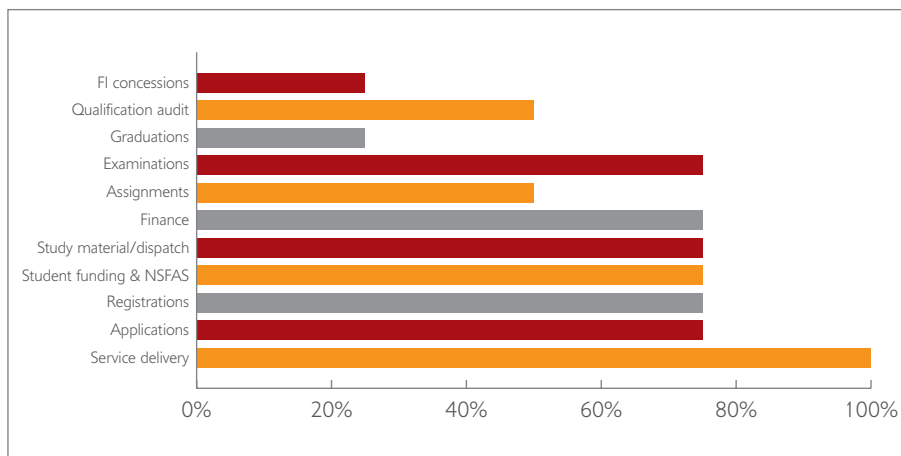
### STUDENT NUMBERS AND THROUGHPUT

Detail of student numbers and throughput are reported in the academic section of this report on page 63. The long-awaited Student Communication Service Centre (SCSC) staff recruitment and appointment processes commenced in March 2019 to identify people to handle students' telephonic, e-mail, web chat and social media enquiries. With this initiative we intend to shift from being enquiry-driven to relationship building and management; to shift from reliance on telephony to a multimedia-based technology platform; to shift from individualised communication to standardised communication; and to shift from reactive crisis enquiries management to proactive identification of need areas and interventions. The systems used by the SCSC were built on cutting-edge technologies, including e-mail, SMS, web chat, social media monitoring and chatbots. This ensures we can provide our students with improved response rates across active communication channels. More communication channels such as web chat, social media monitoring, chatbots, web self-services and the automated knowledge base will be activated as capacity expands.

Student protests early in 2019 revolved around outstanding SAQA identification numbers that affected applications and registrations. Most of the issues were resolved after the SAQA IDs had been issued and the registration and payment period was extended. This matter also caused concern amongst alumni that feared that their qualifications may be 'worthless'. We were quick to issue a statement ensuring alumni that the integrity of their qualifications was beyond reproach.

The following issues trended on social media during 2019:

### Social media issues 2019



We were unfortunately not able to undertake the planned student satisfaction survey during 2019 and it will be prioritised for 2020.

## GENERATION OF ALTERNATIVE FUNDING STREAMS

The negative publicity we received about the accreditation of qualifications also impacted on fundraising. Funders and supporters of the university did not feel comfortable in continuing to support a university with a tainted reputation. The Unisa Foundation continually briefed donors about the impact of fee-free post-schooling education on private sector student bursary funding and the need for a more continuous bursary support. External brand positioning campaigns on radio and online supported the positioning of Unisa as a leading ODeL university.

Total third stream income generated by the Unisa Foundation for 2019 exceeds R50 million but failed to reach the levels of 2018 and 2017. Given that the executive deans were required to engage in fundraising projects to fund the colleges' community engagement projects, there is a perception that there are multiple units in the university responsible for generating third stream income that seem to be competing with one another. A suggestion was made that developing a policy on third stream income will minimise this competition and improve coherent fundraising initiatives.

We regard cost containment as equally important to the sustainability of Unisa as generating third stream income. With a budget of R539 million for 2019, the Study Material Production and Distribution Department (SMPD) can have a significant impact. The financial performance of SMPD in 2019 is evidence of the fearless decision-making by each of the SMPD managers to contain costs. For example, the cost of overtime was managed far better than in 2018 resulting in a reduction in overtime as a percentage of payroll from 9,93% to 6,08%. The Paper Costs per Printed Item is almost half of the 2018 cost with a reduction from R8.00 to R4.18 per printed item. Outsourced print costs were halved to R4.00 per printed item. Total courier costs per student parcel were also reduced by 38,67% from R92,00 to R56,42.

As the Social and Ethics Committee of Council (SECoC) we will continue to monitor the matters raised in this report to ensure the sustainability of Unisa.

*Ms T Wentzel-du Toit*

Ms T Wentzel-du Toit

# REDUCING OUR ENVIRONMENTAL IMPACT

Our philosophy on reducing our environmental footprint reflects the university's values, thus we continuously strive to improve our practices and reporting, to ensure proper alignment. We acknowledge that we still have quite a bit to do in this regard, but our commitment remains unwavering.

## PAPER USAGE [GRI 305-1]

The university pays careful consideration to our commitment to transformation and we are committed to becoming a paperless environment. Through the use of modern technology, we are enabling all students and staff to study and work in a place of comfort. During the year, the university purchased 2.52 thousand metric tonnes of paper and only consumed 2.48 thousand metric tonnes.

## PURCHASING

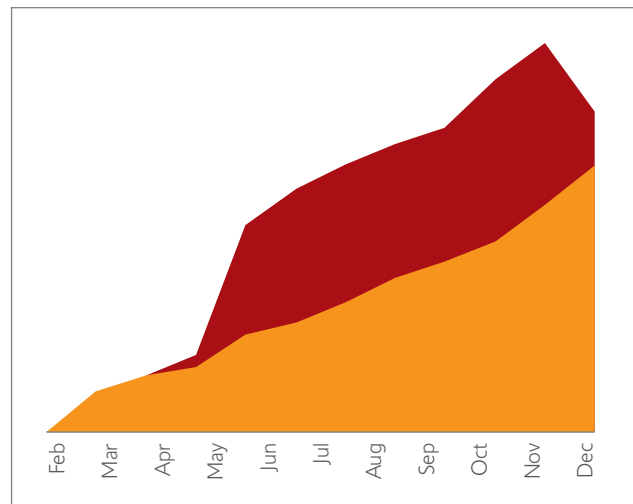
### Vendor purchased analysis

Month	Vendor name	Purchasing cost YTD	Tonnes purchased YTD	Purchase cost per tonne YTD
Feb	JABATHA PAPER AND STATIONERY CC	R2 848 945	119	R23 938,71
Mar	JABATHA PAPER AND STATIONERY CC	R4 100 559	171	R23 955,57
Apr	JABATHA PAPER AND STATIONERY CC	R4 100 559	171	R23 955,57
May	JABATHA PAPER AND STATIONERY CC	R6 030 834	259	R23 278,47
Jun	JABATHA PAPER AND STATIONERY CC	R6 321 152	268	R23 555,32
Jul	JABATHA PAPER AND STATIONERY CC	R7 910 141	358	R22 087,07
Aug	JABATHA PAPER AND STATIONERY CC	R10 392 639	498	R20 851,98
Sep	JABATHA PAPER AND STATIONERY CC	R11 277 493	548	R20 564,49
Oct	JABATHA PAPER AND STATIONERY CC	R14 444 559	718	R20 109,72
Nov	JABATHA PAPER AND STATIONERY CC	R18 976 633	963	R19 704,99
Dec	JABATHA PAPER AND STATIONERY CC	R22 127 587	1 122	R19 723,46
Dec	THUTHUKANI PAPER (PTY) LTD	R759 611	35	R21 445,22
Feb	UBUNTU PAPER SUPPLIES (PTY) LTD	R4 527 050	212	R21 358,03
Mar	UBUNTU PAPER SUPPLIES (PTY) LTD	R5 293 047	248	R21 369,61
Apr	UBUNTU PAPER SUPPLIES (PTY) LTD	R6 942 692	325	R21 383,23
May	UBUNTU PAPER SUPPLIES (PTY) LTD	R10 775 609	521	R20 695,99
Jun	UBUNTU PAPER SUPPLIES (PTY) LTD	R10 890 282	527	R20 668,45
Jul	UBUNTU PAPER SUPPLIES (PTY) LTD	R11 383 057	552	R20 627,02
Aug	UBUNTU PAPER SUPPLIES (PTY) LTD	R13 468 396	645	R20 894,62
Sep	UBUNTU PAPER SUPPLIES (PTY) LTD	R14 908 744	712	R20 951,10
Oct	UBUNTU PAPER SUPPLIES (PTY) LTD	R14 908 744	712	R20 951,10
Nov	UBUNTU PAPER SUPPLIES (PTY) LTD	R15 413 019	737	R20 926,10
Dec	UBUNTU PAPER SUPPLIES (PTY) LTD	R15 530 147	739	R21 002,30

Month	Vendor name	Purchasing cost YTD	Tonnes purchased YTD	Purchase cost per tonne YTD
Feb	UBUNTU PRINTERS AND STATIONERS CC	R1 193 253	60	R19 992,01
Mar	UBUNTU PRINTERS AND STATIONERS CC	R2 612 867	128	R20 452,45
Apr	UBUNTU PRINTERS AND STATIONERS CC	R2 740 754	133	R20 663,06
May	UBUNTU PRINTERS AND STATIONERS CC	R2 753 634	133	R20 707,77
Jun	UBUNTU PRINTERS AND STATIONERS CC	R4 754 226	237	R20 065,35
Jul	UBUNTU PRINTERS AND STATIONERS CC	R5 742 517	291	R19 766,86
Aug	UBUNTU PRINTERS AND STATIONERS CC	R5 908 809	298	R19 798,32
Sep	UBUNTU PRINTERS AND STATIONERS CC	R6 531 634	334	R19 578,18
Oct	UBUNTU PRINTERS AND STATIONERS CC	R6 789 846	348	R19 499,95
Nov	UBUNTU PRINTERS AND STATIONERS CC	R8 431 260	425	R19 819,28
Dec	UBUNTU PRINTERS AND STATIONERS CC	R11 197 213	583	R19 217,59
Oct	UNISA ENTERPRISE (PTY) LTD	R342 240	22	R15 244,41
Nov	UNISA ENTERPRISE (PTY) LTD	R342 240	22	R15 244,41
Dec	UNISA ENTERPRISE (PTY) LTD	R342 240	22	R15 244,41

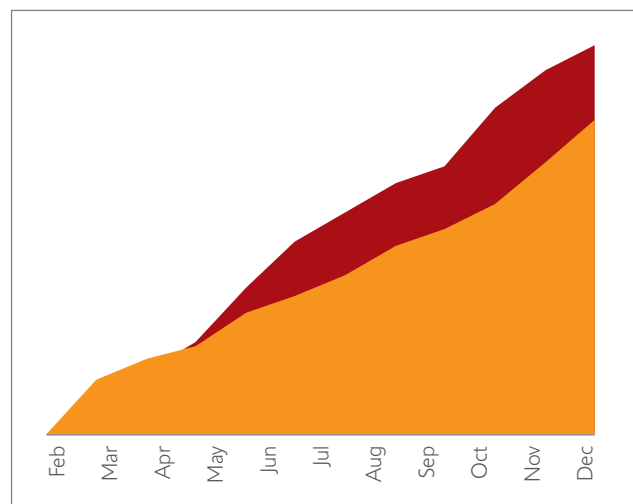
### Tonnes purchased by month

Month	Tonnes purchased	
	2019	2018
Feb	392	223
Mar	548	527
Apr	630	729
May	917	1 955
Jun	1 036	2 312
Jul	1 209	2 540
Aug	1 450	2 728
Sep	1 604	2 859
Oct	1 812	3 330
Nov	2 159	3 674
Dec	2 518	3 019



### Purchasing cost

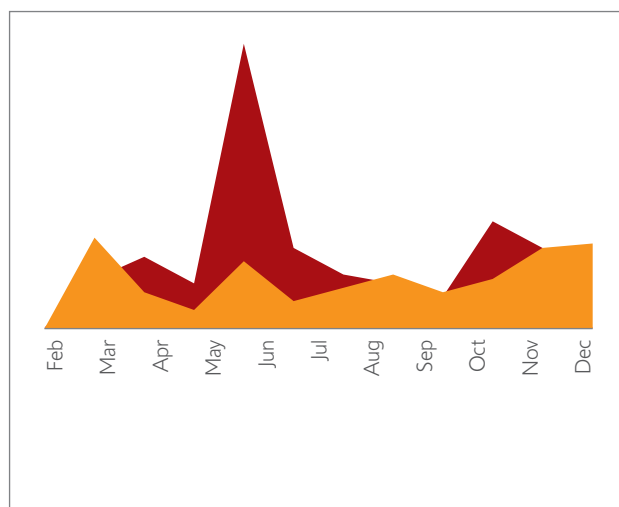
Month	Purchasing cost	
	2019	2018
Feb	R8 585 183	R3 978 559
Mar	R12 026 459	R10 191 687
Apr	R13 817 691	R14 858 508
May	R19 645 676	R23 401 386
Jun	R22 051 259	R30 926 565
Jul	R25 237 470	R35 661 516
Aug	R29 971 600	R40 049 135
Sep	R33 007 334	R42 805 623
Oct	R36 804 522	R52 032 479
Nov	R43 482 303	R58 664 063
Dec	R50 367 363	R62 329 562





## Item cost and tonnage details

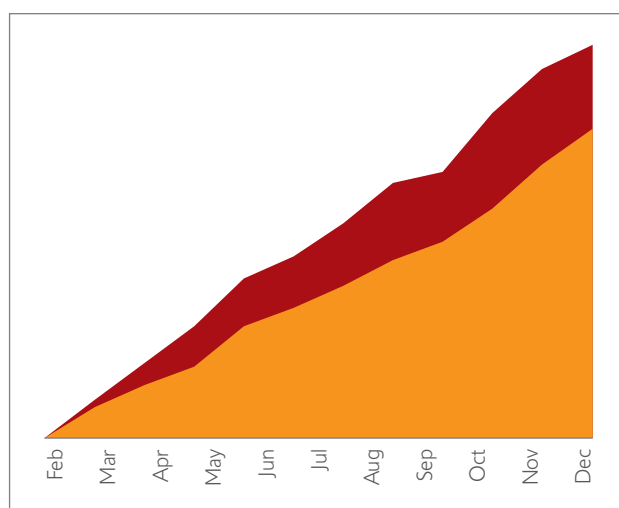
Month	Tonnes purchased	
	2019 <span style="color: orange;">■</span>	2018 <span style="color: red;">■</span>
Feb	391,53	222,72
Mar	156,17	304,34
Apr	82,32	202,00
May	286,59	1 226,12
Jun	119,48	356,63
Jul	172,99	228,57
Aug	240,94	187,94
Sep	153,72	130,48
Oct	207,90	471,36
Nov	346,91	343,66
Dec	359,65	-



## CONSUMPTION

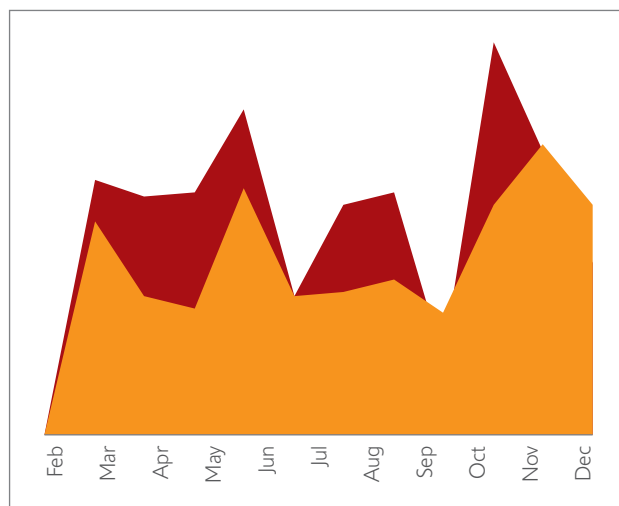
### Tonnes consumed by month

Month	Tonnes consumed	
	2019 <span style="color: orange;">■</span>	2018 <span style="color: red;">■</span>
Feb	261,98	309,25
Mar	429,60	600,28
Apr	584,11	895,14
May	885,25	1 288,85
Jun	1 054,24	1 455,87
Jul	1 228,71	1 734,06
Aug	1 418,05	2 031,34
Sep	1 567,01	2 123,63
Oct	1 844,85	2 601,22
Nov	2 198,44	2 944,65
Dec	2 479,18	3 151,81



## Item cost and tonnage details

Month	Tonnes consumed	
	2019 <span style="color: orange;">■</span>	2018 <span style="color: red;">■</span>
Feb	261,98	309,25
Mar	167,62	291,03
Apr	154,51	294,86
May	301,13	393,71
Jun	168,99	167,02
Jul	174,47	278,19
Aug	189,34	297,28
Sep	148,96	92,29
Oct	277,84	477,59
Nov	353,59	343,42
Dec	280,74	207,16



## WASTE [GRI 306]

### Highlights

- Zero liquid waste spills recorded
- Zero weight of hazardous waste recorded
- No recorded fines relating to non-compliance with the environmental legislation

Unisa has systems in place for hazardous and non-hazardous waste, which is professionally removed and disposed of by external contractors as and when appropriate. An analysis of the total weight of waste by type and disposal method for 2019 is outlined in the table below:

Waste type	Quantity	Disposal method
General	631	Disposed to the landfill sites
Recycling (tonnage from the offices)	51	Recycled
Recycling (tonnage from SMPD)	232 <sup>1</sup>	Recycled
Hazardous <sup>2</sup>	10 094	Disposed to the designated hazardous landfill site and the safe disposal certificates were issued
Hazardous <sup>3</sup>	1 746	

#### Unit in tonnes

<sup>1</sup> January to May 2019 data

<sup>2</sup> Unit in kilograms (KG)

<sup>3</sup> Unit in litres (L)

## ELECTRICITY & WATER CONSUMPTION SCIENCE CAMPUS (FLORIDA) [GRI 302-1]

Unisa is committed to using water and electricity sparingly as these are scarce resources. We use boreholes and irrigation systems, and have energy-saving tips and water-saving campaigns throughout our campuses where we closely monitor consumption. Facilities management has installed smart meters which enable it to remotely monitor and measure energy and water consumption patterns in various buildings across campuses. We aim to continue with water restrictions across campuses and the use of energy-saving equipment. The use of sensor-based urinals and floodlights has proven to be efficient. Our Florida campus is currently the only campus that records water and electricity figures. This is something that has been flagged as an area of improvement for our other campuses.

Below is the report on water and electricity consumption at our Florida Campus:

Description	Electricity (kWh)	Water (kl)
January	885 000	363 000
February	2 930 000	488 000
March	836 000	273 000
April	1 007 677	449 000
May	975 698	457 000
June	1 017 270	400 000
July	978 355	409 000
August	952 000	614 000
September	897 220	508 000
October	883 780	503 000
November	952 455	480 000
December	800 545	392 000
<b>Total</b>	<b>13 116 000</b>	<b>5 336 000</b>

## DIESEL CONSUMPTION ON FLORIDA CAMPUS [GRI 302-1]

The energy crisis in our country has led to the use of alternative sources to ensure sustainability and continuity of our core business. Eskom's rotational load shedding and rolling blackouts have continued to pose a threat to e-learning which requires consistent power supply to be effective. Our campuses use diesel for back-up generators and for our vehicle fleet. Below is the diesel consumption on our Florida Campus:

Date	Quantity	Litres	ZAR value
12-Feb-19	26	650	9 654.05
13-Feb-19	24	600	8 874.06
13-Feb-19	24	600	8 875.50
14-Feb-19	24	600	8 874.00
15-Feb-19	21	525	7 764.75
18-Mar-19	24	600	9 409.70
19-Mar-19	25	625	9 824.13
26-Mar-19	23	575	9 020.70
26-Mar-19	25	625	9 805.11
26-Mar-19	25	625	9 824.99
26-Mar-19	25	625	9 824.99
04-Apr-19	25	625	9 812.53
06-Jun-19	20	500	8 236.37
20-Jun-19	2	50	823.64
25-Jun-19	20	500	8 399.27
02-Jul-19	20	500	8 431.95
03-Jul-19	22	550	8 941.77
02-Aug-19	22	550	8 868.60
02-Aug-19	22	550	8 880.03
12-Aug-19	22	550	8 803.74
27-Aug-19	22	550	8 791.73
02-Sep-19	22	550	8 789.77
23-Sep-19	66	1 650	26 826.25
26-Sep-19	39	975	15 942.14
08-Oct-19	1	25	408.27
08-Oct-19	1	25	408.27
21-Oct-19	20	500	8 195.39
28-Oct-19	21	525	8 619.42
28-Oct-19	30	750	12 313.46
18-Nov-19	36	900	14 725.29
18-Nov-19	36	900	14 740.10
10-Dec-19	400	10 000	175 000
19-Dec-19	6	150	2 483.59
19-Dec-19	63	1 575	26 077.71
19-Dec-19	65	1 625	26 905.57
19-Dec-19	69	1 725	28 561.30
20-Dec-19	24	600	9 934.37
<b>Total</b>		<b>34 050</b>	<b>561 672.51</b>

## OPERATIONAL HEALTH AND SAFETY

The occupational health programme at our various campuses seeks to educate on, prevent and mitigate all occupational health risks. We take our commitment to our students' and staff's health and wellness seriously, and believe that increasing awareness is integral to executing this commitment. In addition to face-to-face training, we have posters about classified operational and environmental hazards.

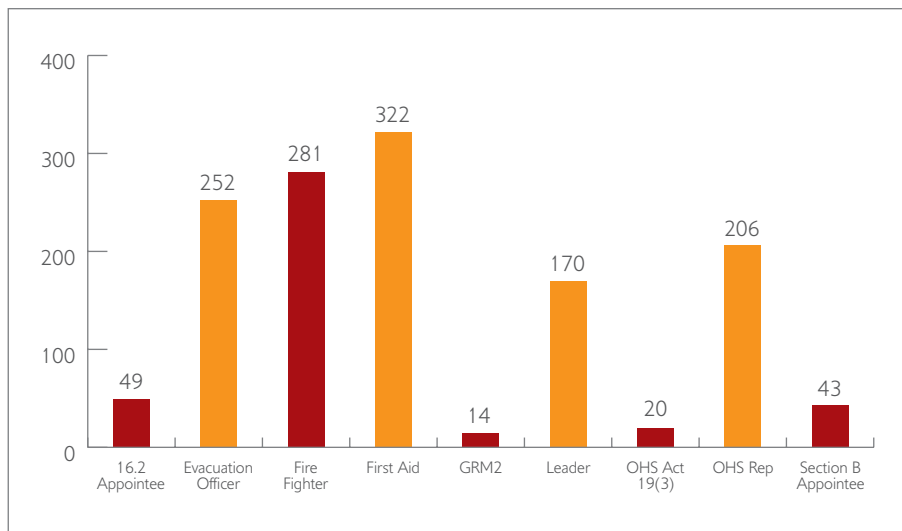
The Section: HIV/AIDS provides health and wellness interventions for employees, students and visitors in co-operation with Regional Focal Points across all Unisa regional facilities and service centres. The section serves as a link between Unisa and the Higher Education & Training: Health, Wellness and Development Centre (Higher Health) which is a national Post-School Education and Training (PSET) sector's health and wellness programme.

During 2019, the Section successfully championed the following health and wellness interventions:

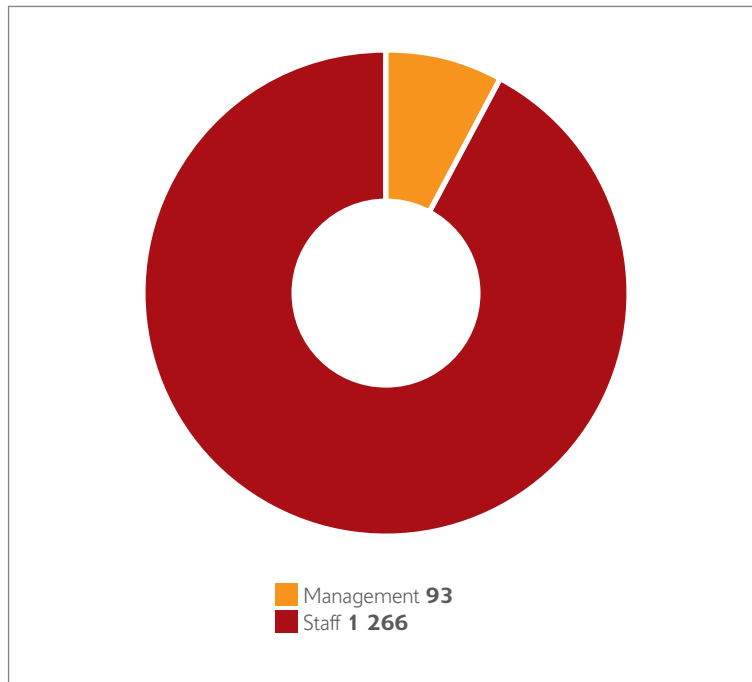
- Diagnosis and treatment of acute health conditions among staff and students, and referral to the next level of care, where necessary. About 4 000 individual consultations were administered during 2019, 66% of which were administrative/support staff
- HIV Testing & Counselling (HTC) services across all regional facilities in keeping with the institutional HIV/AIDS Policy. On average, the institutional HTC campaign conducts about 3 000 HIV Testing & Counselling interventions
- Providing walk-in HTC at the Muckleneuk and Science Campus Health Clinic facilities
- Hosting of a variety of health promotion activities and Education, Information & Communication (EIC) material on identified health matters

## OHS COMMITTEE COMPOSITION GRI 403-1

Members by position



### OHS committee composition



### COMPLIANCE AND IMPROVEMENT OF FACILITIES [GRI 416-1]

Contractor compliance with OHS (H&S file, induction and incident)				
Month	Number of contractors evaluated	Number of induction conducted	Number of contractor employees	Incidents reported
Jan-19	8	8	23	0
Feb-19	3	3	17	0
Mar-19	12	12	64	0
Apr-19	10	10	34	0
May-19	8	8	35	0
Jun-19	6	6	54	0
Jul-19	42	42	247	2
Aug-19	2	2	11	0
Sep-19	2	2	6	0
Oct-19	3	3	7	0
Nov-19	8	8	47	0
Dec-19	4	4	39	0
<b>Total</b>	<b>108</b>	<b>108</b>	<b>584</b>	<b>2</b>

### CARBON EMISSIONS [GRI 305-2]

Unisa aims to formally track, control and reduce emissions through acceptable processes and proper pollution prevention plans and is assessing means to achieve this. No environmental laws or regulations were transgressed and no fines were issued during the reporting period.

# TRANSFORMATION



## 2019 HIGHLIGHTS

- Structure formalisation by institutionalising the Department of Leadership and Transformation (DLT)
- Curbing the rising instances of gender-based harassment
- Signing the Memorandum of Agreement with the SA Human Rights Commission
- Staff equity, development and work experience through university-wide ad hominem promotions
- Epistemic and linguistic justice/students' equity, development and achievement: access to information in one's own language.

We are committed to driving the transformation agenda within the higher education sector and it forms one of the critical pillars of our strategic objectives. While this report provides an overview of our progress made to transform the university in 2019, it also includes the challenges faced by the higher education sector across the world brought about by demands being made by society, government, students, staff and other stakeholders. During the year, we have applied our stated methodologies of transformation: decolonisation, Africanisation, diversification/differentiation and indigenisation.

The Department of Leadership and Transformation primarily leads transformation by advocating, monitoring, analysing and reporting on the multifaceted activities of change in the university. These activities are in line with the university strategic plan for transformation which seeks to negate and uproot the colonial and patriarchal maladies that beleaguer a university. In addition, this broad transformation agenda articulates the relevant legislation and stands in alignment with the institution's Open Distance and e-Learning (ODeL) model, the 2016-2030 strategy and the institutional transformation strategy – all of which are paramount pillars of the university.

At Unisa transformation is understood as a radical social process of eradicating all forms of discrimination, marginalisation and alienation at various levels and dimensions. Transformation is a continuum consisting of a deliberate and targeted provision of equity of access, equity of opportunity and equity of outcomes for staff and students. Unisa's approach to transformation is measured in terms of eight dimensions:



## 1. STAFF EQUITY, DEVELOPMENT AND WORK EXPERIENCE

We have made progress in achieving staff equity in the year under review. Certain areas that still need improvement include the representation of African females at senior management level and transforming the profile of professors and attracting persons with disabilities. An assessment will be made in order to strengthen our capacity-building programmes which are currently not well-aligned and deliver minimal impact. The university will focus on enhancing the work experience of staff in order to improve service delivery to students and other stakeholders.

As at 30 June 2019, Unisa had 7 503 employees (7 301 in December 2018), 5 808 permanent employees and 1 695 fixed-term contract employees (short-term contracts without benefits). From January to June 2019, the overall profile of African females and males increased and the profile of Indians and Coloureds remained constant. Persons with disabilities were 72, representing 1% of the overall workforce, while our national target was 2%. Foreign nationals represent 9,5% of Unisa's workforce and are all at senior academic levels.

There were 155 permanent appointments made during the period under review. Of these appointments, 29 were internal candidates and 57 appointments were for employees on a fixed-term contract, while 69 were external appointments. Academics accounted for 30% while 70% were in professional and support departments. There is currently a moratorium on external appointments for administration/support staff for P5–P19 in that all these appointments are made internally. An unintended consequence of this is the negative impact on the prospects of improving the profile of the university. African males and females make up 92,9% of all recent permanent appointments, while white males and females total 3,2% of these appointments. There were no Coloured female appointments made during the period under review.

Staff living experience was also mediated with the involvement of the SA Human Rights Commission. Following discussions in 2018, the commission put forward certain recommendations to the university to achieve social inclusion. The Memorandum of Agreement between Unisa and the South African Human Rights Commission was implemented under the oversight of the Department of Leadership and Transformation (DLT) and with the support of the Legal Service Department.

The university rolled out ad hominem promotions across the spectrum, which have been well received and are regarded as an agent of transformation within Unisa. During 2019, the guidelines for the selection criteria were revised and debated at SENEX. There were 204 academic staff promoted during the year. The practice thus far at UNISA has been to promote any academic staff member who qualifies to apply for ad hominem promotion.

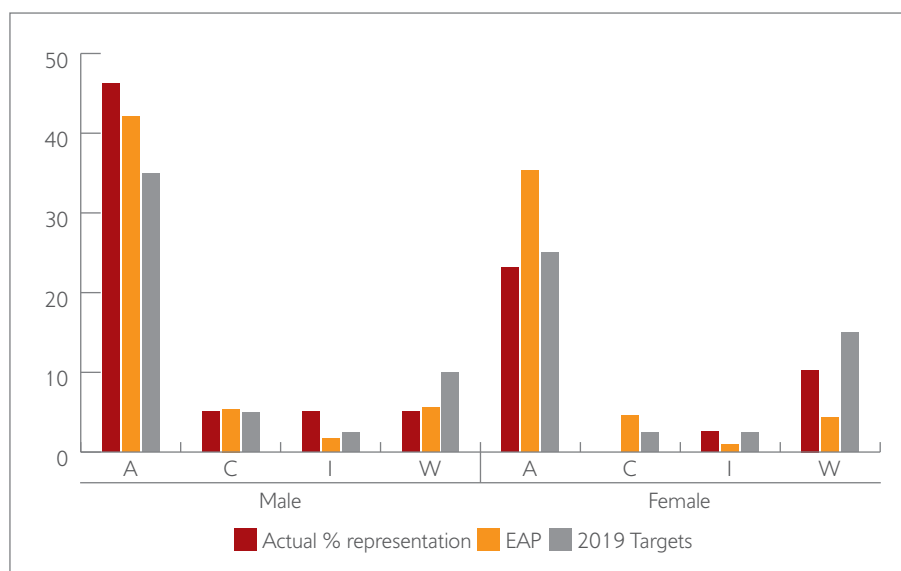
### Unisa employment profile at 31 December 2019

Occupational levels	Male				Female				Foreign national		Grand total
	A	C	I	W	A	C	I	W	Male	Female	
Top management/executives	1	0	0	0	0	0	0	0	0	0	1
Senior management	20	2	2	2	10	0	1	3	1	0	41
Professionally qualified and experienced specialists/mid-management	243	29	24	178	180	16	23	221	76	28	1 018
Skilled technical and academically qualified/junior management/supervisors/foremen/superintendents	1 263	51	41	243	1 501	85	87	573	38	32	3 914
Semi-skilled and discretionary decision-making	409	3	0	0	233	0	0	0	1	0	646
Unskilled and defined decision-making	33	0	0	0	260	3	0	0	0	0	296
Temporary employees	522	11	4	26	693	17	13	39	19	17	1 361
<b>Grand total</b>	<b>2 491</b>	<b>96</b>	<b>71</b>	<b>449</b>	<b>2 877</b>	<b>121</b>	<b>124</b>	<b>836</b>	<b>135</b>	<b>77</b>	<b>7 277</b>
Actual % representation	34,2	1,3	1,0	6,2	39,5	1,7	1,7	11,5	1,9	1,1	100,0
EAP	42,1	5,4	1,7	5,6	35,3	4,6	1,0	4,3			
Over/under	-7,9	-4,1	-0,7	0,6	4,2	-2,9	0,7	7,2			

## Academic profile per post title

Occupational levels	Male				Female				Foreign national		Total
	A	C	I	W	A	C	I	W	Male	Female	
Professor	53	7	6	85	24	2	7	75	40	12	311
Associate professor	61	6	10	40	43	2	8	77	31	13	291
Senior lecturer	151	6	10	68	126	11	25	173	26	16	612
Lecturer	164	5	7	38	164	7	23	89	5	10	512
Junior lecturer	33	2	0	3	33	0	3	4			78
<b>Grand total</b>	<b>462</b>	<b>26</b>	<b>33</b>	<b>234</b>	<b>390</b>	<b>22</b>	<b>66</b>	<b>418</b>	<b>102</b>	<b>51</b>	<b>1 804</b>
Actual % representation	25,6	1,4	1,8	13,0	21,6	1,2	3,7	23,2	5,7	2,8	100,0
EAP	42,1	5,4	1,7	5,6	35,3	4,6	1,0	4,3			
Over/under	-16,5	-4,0	0,1	7,4	-13,7	-3,4	2,7	18,9			

## Senior management levels 1–3



EAP stands for Economically Active Population, meaning those persons who, according to Statistics South Africa and the Department of Labour, are employable.

## Permanent gender/race across occupational levels

2019		Male				Female				Foreign national		Total
Occupational level	P grades	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
<b>Target</b>	<b>EAP%</b>	<b>40%</b>	<b>6%</b>	<b>2%</b>	<b>6%</b>	<b>35%</b>	<b>5%</b>	<b>1%</b>	<b>5%</b>			
Senior management	No. of staff	21	2	2	2	10	0	1	3	1		42
	%	57%	5%	5%	5%	27%	0%	3%	8%			
P1 to 3	Under/over	● 17%	● -1%	● 3%	● -1%	● -8%	● -5%	● 2%	● 3%			
	No. of staff	243	29	24	178	180	16	23	221	76	28	1 018
Professionally qualified and experienced specialists/mid-management	%	24%	3%	2%	17%	17%	2%	2%	21%			
	Under/over	● -16%	● -3%	● 0%	● 11%	● -18%	● -3%	● 1%	● 16%			



2019		Male				Female				Foreign national		Total
Occupational level	P grades	AM	CM	IM	WM	AF	CF	IF	WF	FM	FF	
<b>Target</b>	<b>EAP%</b>	<b>40%</b>	<b>6%</b>	<b>2%</b>	<b>6%</b>	<b>35%</b>	<b>5%</b>	<b>1%</b>	<b>5%</b>			
Skilled technical and academically qualified/junior management/supervisors/foremen/superintendents	No. of staff	1 263	51	41	243	1 501	85	87	573	38	32	3 914
	%	33%	1%	1%	6%	39%	2%	2%	15%			
P7 to 12	Under/over	● -7%	● -5%	● -1%	● 0%	● 4%	● -3%	● 1%	● 10%			
Semi-skilled and discretionary decision-making	No. of staff	409	3			233				1		646
	%	1 278%	9%	0%	0%	728%	0%	0%	0%			
P13 to 16	Under/over	● 1 238%	● 3%	● -2%	● -6%	● 693%	● -5%	● -1%	● -5%			
Unskilled and defined decision-making	No. of staff	33				260	3					296
	%	4%	0%	0%	0%	28%	0%	0%	0%			
P17 to 19	Under/over	● -36%	● -6%	● -2%	● -6%	● -7%	● -5%	● -1%	● -5%			
<b>Grand total</b>	<b>No. of staff</b>	<b>1 969</b>	<b>85</b>	<b>67</b>	<b>423</b>	<b>2 184</b>	<b>104</b>	<b>111</b>	<b>797</b>	<b>116</b>	<b>60</b>	<b>5 916</b>
	<b>%</b>	<b>34%</b>	<b>1%</b>	<b>1%</b>	<b>7%</b>	<b>37%</b>	<b>2%</b>	<b>2%</b>	<b>14%</b>			
	<b>Under/over</b>	<b>● -6%</b>	<b>● -5%</b>	<b>● -1%</b>	<b>● 1%</b>	<b>● 2%</b>	<b>● -3%</b>	<b>● 1%</b>	<b>● 9%</b>			

● Below target ● Met or exceeded target

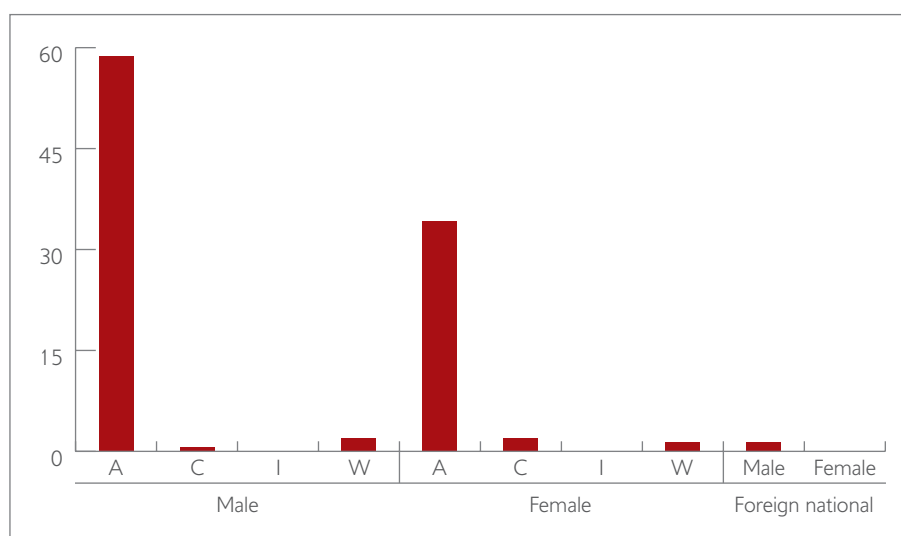
## Persons with disabilities

Occupational levels	Male				Female				Foreign national		Grand total
	A	C	I	W	A	C	I	W	Male	Female	
Top management/executives	1										1
Senior management				1							1
Professionally qualified and experienced specialists/mid-management	5			5	1			7			18
Skilled technical and academically qualified/junior management/supervisors/foremen/superintendents	12		2	11	10		2	15	3	1	56
Semi-skilled and discretionary decision-making											0
Unskilled and defined decision-making											0
Temporary employees	3				2						5
<b>Grand total</b>	<b>21</b>	<b>0</b>	<b>2</b>	<b>17</b>	<b>13</b>	<b>0</b>	<b>2</b>	<b>22</b>	<b>3</b>	<b>1</b>	<b>81</b>

## Foreign nationals

Occupational levels	Male				Female				Foreign national		Grand total
	A	C	I	W	A	C	I	W	Male	Female	
Top management/executives	1	0	0	0	0	0	0	0	0	0	1
Senior management	20	2	2	2	10	0	1	3	1	0	41
Professionally qualified and experienced specialists/mid-management	243	29	24	178	180	16	23	221	76	28	1 018
Skilled technical and academically qualified/junior management/supervisors/foremen/superintendents	1 263	51	41	243	1 501	85	87	573	38	32	3 914
Semi-skilled and discretionary decision-making	409	3	0	0	233	0	0	0	1	0	646
Unskilled and defined decision-making	33	0	0	0	260	3	0	0	0	0	296
Temporary employees	522	11	4	26	693	17	13	39	19	17	1 361
<b>Grand total</b>	<b>2 491</b>	<b>96</b>	<b>71</b>	<b>449</b>	<b>2 877</b>	<b>121</b>	<b>124</b>	<b>836</b>	<b>135</b>	<b>77</b>	<b>7 277</b>
Actual % representation	34,2	1,3	1,0	6,2	39,5	1,7	1,7	11,5	1,9	1,1	100,0
EAP	42,1	5,4	1,7	5,6	35,3	4,6	1,0	4,3			
Over/under	-7,9	-4,1	-0,7	0,6	4,2	-2,9	0,7	7,2			

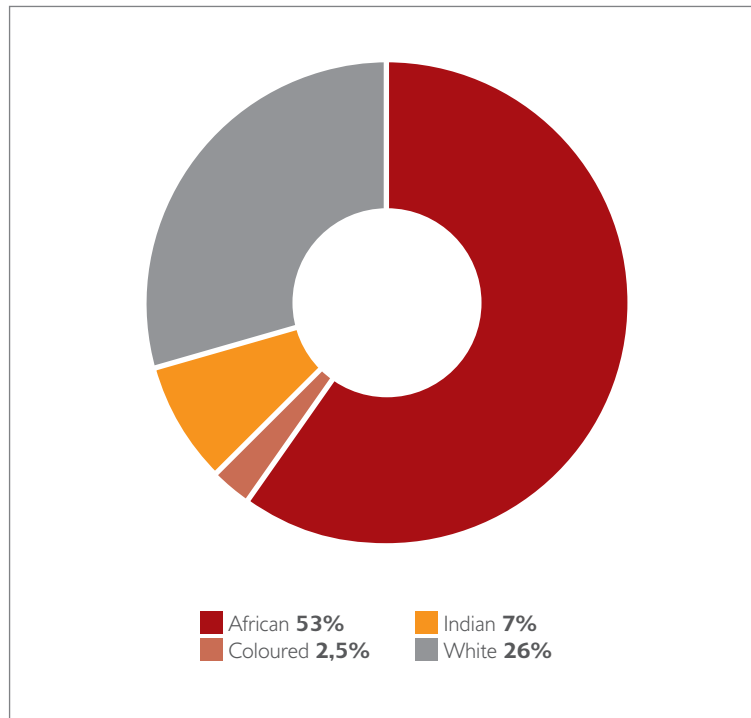
## Overall permanent appointments



## Ad hominem promotions

Promotions per college	Male				Female				Foreign national		Grand total
	A	C	I	W	A	C	I	W	Male	Female	
Executive Dean: CAES	2				5		1	2			10
Executive Dean: CAS	4	1	1		4		1	1			12
Executive Dean: CE	3	1			9		2	4			19
Executive Dean: CEMS	2	1	1					8	2	2	16
Executive Dean: CHS	16		1	6	21	1	3	17	3	1	69
Executive Dean: CL	23	1		2	9		2	8	1	2	48
Executive Dean: CSET	8		2	1	1			4	9	4	29
Executive Dean: SBL											
VP Teaching Learning Community Engagement and Student Support					1						1
<b>Grand total</b>	<b>58</b>	<b>4</b>	<b>5</b>	<b>9</b>	<b>50</b>	<b>1</b>	<b>9</b>	<b>44</b>	<b>15</b>	<b>9</b>	<b>204</b>

### Ad hominem promotions by race



## 2. STUDENTS' EQUITY, DEVELOPMENT AND ACHIEVEMENT

The profile of Unisa students has changed over the years and reflects the South African population. In the year under review, there were more female graduates than male. The university intends commissioning a study to explore possible links between this milestone achievement and our woman empowerment programmes.

Public higher education institutions are required to adopt and implement policies that promote transformation in the Higher Education Sector. At Unisa, transformation is understood as a radical social process of eradicating all forms of discrimination, marginalisation and alienation at various levels and dimensions. Transformation is a continuum consisting of a deliberate and targeted provision of equity of access, equity of opportunity and equity of outcomes for staff and students.

In 2019, the university engaged in an action plan to enable access to curriculum content by increasing glossary translations as well as translating first year examination question papers, tutorial letters 101 and study guides into all official South African languages.

Further, the university made strides in identifying at-risk modules and interfaced processes of alleviating failure rates. This is a drive toward curriculum transformation, which brings about both epistemic and linguistic justice. When students engage with the curriculum in a language they can understand, they are better positioned to participate meaningfully in learning.

### Enrolment by race

Headcount by race						
Calendar year	African	Coloured	Indian	Unknown	White	Total
2012	239 577	17 595	23 162	602	55 350	336 286
2013	253 613	19 105	24 401	853	57 268	355 240
2014	233 654	18 139	22 433	1 080	53 186	328 492
2015	243 137	19 345	22 298	1 474	51 690	337 944
2016	216 751	16 894	19 382	1 195	45 102	299 324
2017	255 393	19 632	20 088	1 468	47 434	344 015
2018	288 539	20 582	19 193	1 566	44 099	373 979
2019	273 799	17 138	15 382	1 404	36 008	343 731

## Enrolment by gender

Calendar year	Female	Male	Unknown	Total
2012	210 313	125 972	1	336 286
2013	223 603	131 635	2	355 240
2014	207 950	120 541	1	328 492
2015	215 876	122 068		337 944
2016	193 219	106 103	2	299 324
2017	223 749	120 265	1	344 015
2018	247 612	126 367		373 979
2019	232 971	110 758	2	343 731

## Graduates by race

Calendar year	African	Coloured	Indian	Unknown	White	Total
2012	16 435	1 181	2 187	21	6 386	26 210
2013	22 927	1 412	2 801	62	7 732	34 934
2014	25 400	1 673	2 891	107	7 825	37 896
2015	27 535	1 849	2 979	148	7 535	40 046
2016	30 725	2 015	2 888	163	7 496	43 287
2017	32 500	1 988	2 809	173	7 372	44 842
2018	42 825	2 677	3 094	216	7 821	56 633
2019	33 149	1 953	2 241	162	5 817	43 322

## Graduation rates by race

Calendar year	African	Coloured	Indian	Unknown	White	Total
2012	6,9%	6,7%	9,4%	3,5%	11,5%	7,8%
2013	9,0%	7,4%	11,5%	7,3%	13,5%	9,8%
2014	10,9%	9,2%	12,9%	9,9%	14,7%	11,5%
2015	11,3%	9,6%	13,4%	10,0%	14,6%	11,8%
2016	14,2%	11,9%	14,9%	13,6%	16,6%	14,5%
2017	12,7%	10,1%	14,0%	11,8%	15,5%	13,0%
2018	14,8%	13,0%	16,1%	13,8%	17,7%	15,1%
2019	12,1%	11,4%	14,6%	11,5%	16,2%	12,6%

### **3. STUDENTS' LIVING AND LEARNING EXPERIENCE, INCLUDING THEIR SOCIALISATION IN AN ODEL CONTEXT**

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We aim to enhance several programmes to ensure that they are underpinned by students' living experiences. As more unemployed and poor students register with the university, we need socialisation programmes that are inclusive and take the diverse learning needs of our students into consideration. The increased student protests during the year reflect the disconnect between the university's commitment to delivering quality student experience and the reality of what students experience in their learning journey.

The university has implemented a diversity of support programmes, such as face-to-face tutoring and e-tutors. These programmes consider students' living experience and some are counselling support services (academic, career, and personal support) and are available by telephone, e-mail, or in person-to-person groups and individual students. The development of a student mentor programme is also in place to train senior students to be able to facilitate the development of graduateness attributes and employability skills for students.

We conducted an on-campus registration survey in January 2019 to determine students' satisfaction with the registration system in the Gauteng, Sunnyside and Florida Campuses. Directorate of Student Admissions and Registration (DSAR) organised a post-mortem registration workshop in March 2019 to further discuss the findings of the survey and to develop an improvement plan. The university has developed an appropriate risk prediction strategy that provides a framework for identifying at-risk and high-risk students within the institution based on available current and historical data.

DSAR has established additional websites for uploading and downloading student assignments in order to improve the student learning experience. The turnaround in most of these websites is 48 hours via courier services from regions to the Directorate of Student Assessment Administration (DSAA). In addition, the directorate has established new websites for the delivery and collection of paper-based assignments. In total there have been 2 557 websites established since 2017.

Another initiative is a technology-enhanced student under-preparedness instrument and support programme. This programme is being tested and is ready for implementation by CAS and CEMS. This new tool was already piloted in September 2019 and administration was done during the registration periods of 2020.

The Retention Unit is responsible for enhancing the First Year Experience (FYE) in an ODeL institution for Unisa students. The FYE programme consists of weekly e-mails, regular live broadcasts, FYE MOOC, usage of on-campus digital screens, FYE mailbox, FYE website and FYE forum.

Access to ICTs' infrastructure is a critical component of the ODeL business model and the target for 2019 was for ICT to ease access to Unisa online through full implementation of ODeL. This was done to enable limitless enrolment numbers. In this regard, four SAP initiatives were prioritised for 2019, namely device as a service, infrastructure, ERP and LMS.

The DLT drafted several media statements on behalf of Council and the Vice Chancellor in the battle against gendered harassment after an upsurge of media bulletins decrying gross violations of human rights based on gender in 2019. Some of the critical documents included the drafting of the anti-racism and anti-sexual harassment policies as well as the communication plan to assist and guide issues of gender that affect students and staff alike.

### **4. KNOWLEDGE, EPISTEMOLOGY AND LANGUAGE**

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Research output by African permanent academic staff below the age of 40 produced 76 articles in 2018, positioning the university as a strong agent of transformation for the future. In 2019, overall permanent African males have produced more articles (240), followed by white females (165) and then white males (129), with African females (127) not far behind. It is difficult to measure whether the knowledge that is produced is decolonised and Africanised as the university research systems do not classify knowledge into these categories.

The translation of examination papers into all official languages is progressing. A total of 73 modules across seven colleges had examination question papers translated as a pilot for October/November 2019. We will critically assess the impact of this initiative to ensure that it improves the student success rate.

Challenges around the integrity and accreditation of several of the university's qualifications had a huge impact on the university. We established a close collaboration with accreditation agencies to resolve outstanding issues. The DLT also visited a number of colleges and departments to conduct and participate in academic workshops on the transformation of the curriculum (see page 109). A special project was commissioned to address the Unisa qualifications and registration challenges.

While the primary focus of the project was on NQF qualification registration, the scope was significantly expanded to include qualification status recorded on AIMS, accreditation outcome of the CHE, conditional accreditation, and the overall integrity and credibility of the PQM and qualifications conferred to students. There are several qualifications that have replacement qualifications, but these qualifications are still going through the verification, accreditation and registration process in various stages of the DHET, CHE and SAQA.

By the end of 2019, it was expected that at least 190 modules would have been redeveloped, however, close to 512 modules were developed and progress was at 63% by the second quarter. This is expected to be finalised in 2020. Over and above curriculum reform, colleges are also involved in the revitalisation of student assessment through continuous assessment and assessment for learning practice. So far 40% of undergraduate modules are applying continuous assessment.

Unisa Press has three strategic objectives, namely to promote sound academic and scholarly integrity, to promote corporate governance administrative excellence, and to enhance commercial and financial sustainability. During the year it published:

- 16 double-blind peer-reviewed SPC (Statistical Process Control)-approved manuscripts
- 107 peer-reviewed journal issues
- 4 peer-reviewed conference proceedings
- 10 doctoral theses into books, and
- established and published 10 volumes of working paper series

It was also involved in a Journals Publication Programme in which, out of 41 journals, 37 are accredited with either DHET or another index. Of the remaining four unaccredited journals, three have applied for accreditation to DHET. It has improved subscription revenue from journals by 10% (R6.05 million), books' sales revenue by 33% (R2.26 million) and opened new channels of revenue generation with a target of R500 000. This has enhanced the commercial and financial sustainability of Unisa.

The College of Graduate Studies has developed an improvement plan in order to deliver on its mandate. This includes the refinement of the postgraduate research training workshop model, attracting external funding for postgraduate students, providing leadership in MIT scholarship, increasing research output units in ISI, IBSS, Scopus and Norwegian (level 2) listed journals – in the institutional niche areas, and increasing the number of master's and doctorate research publications output.

In relation to advancing ODeL research on the African continent and internationally, there are 70 ODeL DHET-accredited research output units, and 13 new master's and/or doctoral degrees in ODeL that have been conferred on Unisa staff. We have made progress in the improvement of the quality of research and outputs. Of 1 350 recorded research output units:

- Per capita weighted research output of 1.75 from black South African researchers
- 325 research output units from black South African researchers
- 231 (13%) NRF-rated researchers – 55 black South African NRF-rated researchers
- 380 black South African permanent academic staff with doctorates
- 6 black South African women are NRF-rated researchers

## **5. GOVERNANCE, LEADERSHIP AND MANAGEMENT**

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This has been a difficult year for the leadership and management of the university. The numerous shutdowns can be attributed to a disconnect between the university and its key stakeholders. The university was granted court interdicts several times when the situation turned hostile. Through our commitment to consultation and negotiations, some of these disagreements have been resolved. We aim to establish better channels of communication to ensure healthy relations at all times as well as to ensure business continuity. The university has a resilient culture of robust engagement and solution-seeking (see Stakeholder Engagement page 80).

There will be continued independent evaluation of Council, Council subcommittees, management, and extended management to effect the synergies of governance across the university. The Council, Council subcommittees and Senate have approved terms of reference/rules and relevant standard operating procedures (SOPs) to assist them in carrying out their work. An operational SOP was approved by MANCOM in June 2019 to facilitate and ensure timely submission of reports and agendas.

## 6. INSTITUTIONAL CULTURE AND SOCIAL INCLUSION

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This dimension focuses on embedding a culture of human dignity and human rights across Unisa. The Department of Leadership and Transformation (DLT) piloted a transformation and institutional culture change programme across the university. There were 11 regional workshops on transformation held in 2019 throughout the UNISA regional centres including the UNISA Ethiopia Learning Centre. These workshops addressed the subject of transformation and institutional culture change in detail. Following a successful feedback assessment, the programme will be rolled out to all departments and colleges early 2020. The programme includes presentations, discussions and debates on:

- Diversity imperatives
- The integrated transformation strategy
- Employment equity
- Knowledge and scholarship
- Institutional culture
- Systems and policies
- Governance, leadership and management
- Implications of the SAHRC report recommendation to the regions

The DLT set up a year-long programme to engage the executive deans and executive directors to lead in the transformation of their respective portfolios. The theme for 2019 as identified by the Vice Chancellor was “service excellence and accountability”. All executive deans made presentations at SENEX on how they were addressing key aspects of transformation in their respective colleges. These Pre-SENEX presentations offered the executive deans the opportunity to share their strategy and plans.

In addition, a programme to change the institutional culture has been developed and linked to the implementation of both the SAHRC report and the brand and reputation survey with the former focusing on human rights and dignity as well as the eradication of bullying, harassment and victimisation while the later focusses on perceptions of staff and students.

## 7. FUNDING AND RESOURCE ALLOCATION, INCLUDING TRANSFORMING SUPPLY CHAIN MANAGEMENT

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The decline in third stream income and management of student debt, including NSFAS debtors, remain a major issue as well as HR expenditure, presenting a risk to Unisa’s sustainability. Cost items that were referred for scrutiny included staff relocation, standby allowances, and invigilators as well as marking fees. HR expenditure has consistently outstripped the CPI from 2006-2019. The 2019 salary increase agreement reached with the UBF amounted to an average increase of 7.64% with an additional financial impact of approximately R91 million. The matter is being addressed by the VP Institutional Development and the ED HR has introduced strict cost-control measures.

The 2019 budget introduced further efforts to achieve alignment between the annual processes of budgeting and planning. For the 2019 budget, a total amount of R863 million was budgeted for projects specifically aligned to the APP, including R432 million for CAPEX (including infrastructure projects), R140 million for HR expenditure, R63 million for ICT-related expenditure, and R228 million for operational expenditure.

The APP made a budget submission for strategic projects which included DHET funded/co-funded projects, Unisa contribution to DHET co-funded projects, and strategic projects as approved by the Unisa Strategy, Planning and Resourcing Committee (USPRC). There are 21 Unisa-only projects totalling R378 million, with an additional amount of R936 million in Unisa/DHET-funded projects.

The university is committed to the implementation and compliance with the B-BBEE codes as well as other regulatory frameworks. It is important that in complying with legislation, the university does not suffer in relation to poor quality and pay more for a product than it could have procured at a far cheaper rate. R650 million (72%) of the R901 million total procurement spend was on B-BBEE compliant suppliers. If we exclude municipalities and foreign suppliers, the total spend on B-BBEE-compliant suppliers is 96%, surpassing our target of 60%.

R56 million (57%) of the R650 million procurement spend was on suppliers from designated groups. While preferential procurement spend to the youth and people living with disabilities was R12.3 million and R2.7 million, respectively.

## 8. INFRASTRUCTURE, INCLUDING BUILDINGS, FACILITIES AND ICTS

The university addressed issues of leasing of facilities to ensure timeous renewal or approval of building lease contracts. We continue to ensure that all regional service centres as well as all other Unisa buildings and facilities meet OHS standards and are compliant with legislation. This has been a challenge at our main campus and a few other regions. The university also improved the timeous acquisition of resources (pool cars, furniture and stationery) to ensure quality service delivery across all regions.

The Brand and Communication Committee of Council (BCCoC) is responsible for naming and renaming Unisa buildings and other properties. Unisa is endowed with over 90 buildings, both owned and leased.

Four name changes proposed by the university community were implemented this year. The families concerned were consulted and included throughout the process and they attended the unveilings. The buildings renamed are listed below:

- Theo van Wijk Building – **Winnie Madikizela-Mandela Building**
- AJH van der Walt Building – **Nkoana Simon Radipere Building**
- Stalwardt Simelane Campus – **Simiso Nkwanana Building**
- Samuel Pauw Building – **Anton Lembede Building**



Winnie Madikizela-Mandela Building, Muckleneuk Campus, Tshwane



Nkoana Simon Radipere Building, Muckleneuk Campus, Tshwane



Simiso Nkwanana Building, Durban Campus



Anton Lembede Building, Muckleneuk Campus, Tshwane



The appointment of additional protection services and cleaning personnel in most regions is a critical matter to support a safe, clean and habitable environment. The problem experienced with insourcing of security and cleaning personnel is their deployment as well as their re-socialisation.

We made the following progress in ICT during the year:

- ICT infrastructure and sustainability
- Reliability of ICT infrastructure
- Adoption of transformative ICTs
- Implementation of cybersecurity improvement
- Integrated ICT portfolio, programme and project management processes
- ICT governance structures and processes

Critical services like MyUnisa, SIS, ERP and cybersecurity were part of the 2018 stabilisation plan which has since been completed. Enterprise infrastructure refresh projects like networking, Wi-Fi, security and data centre refresh were initiated in 2019 and are still underway.

The ODeL enterprise architecture blueprint incorporating a digital transformation roadmap and the concomitant implementation plan for 2020 was approved by Council at its meeting of 21 November 2019. Implementation of the ODeL blueprint will enable the ODeL 2030 vision and is calculated to have a positive spin-off on technology investment and re-skilling to ensure a digital workforce. The cybersecurity capability assessment was completed with implementation of threat-management appliance, the multi-factor authentication and all high-risk Office 365 controls together with remediation of firewall rules.

ICT SteerCom approved the integrated ICT portfolio and programme and project management processes. Subsequently, the governance process Project Online, a cloud solution for project management, has been implemented. The committee also approved ICT Governance Structures and Processes. Implementation of the rationalisation of ICT governance structures was completed. This has led to a reduction in governance structures from fifteen to five committees, for efficiency purposes.

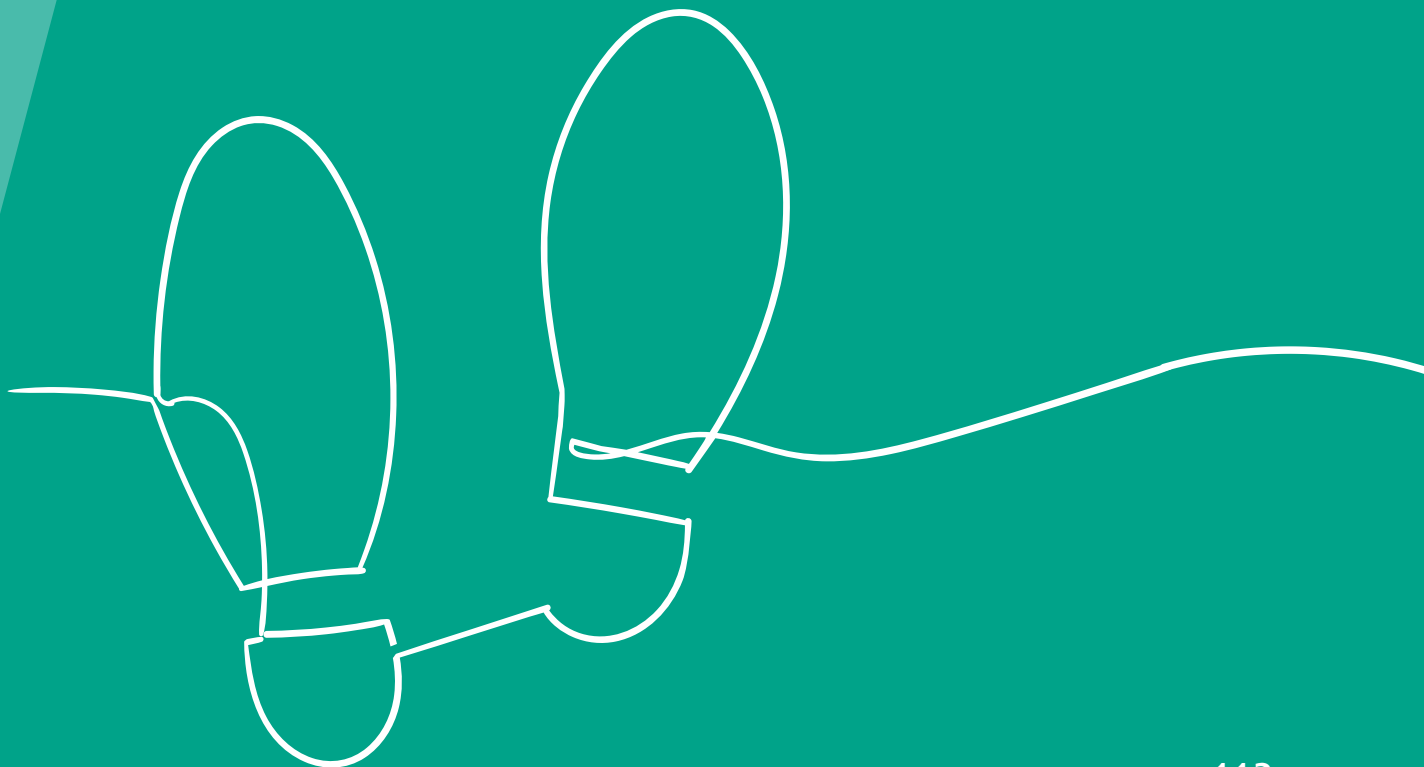
# ACCOUN





# TABILITY

**“Council remains responsible for the ongoing strategic direction of Unisa and ensures good ethical culture, effective control, good performance and legitimacy.”**



# GOVERNANCE



## COUNCIL STATEMENT ON GOVERNANCE

This statement was approved at a fully quorate meeting of Council held on 25 August 2020. The requisite meeting documentation for approval by Council was circulated to members in advance with the meeting agenda and upon giving due notice to members.

Council is the highest decision-making structure at the University and must, in terms of paragraph 7(1) of the Institutional Statute, govern the university in terms of the Higher Education Act and generally-recognised principles of good governance. In this regard, Council endorsed the King IV Report on Corporate Governance as constituting the principles and standards that the University should align itself with. Unisa is committed to the principles of discipline, transparency, independence, accountability, responsibility, fairness and social responsibility as set out in the King IV Report. Council endorses and has applied, during the period under review, the Codes of Practices and Conduct and the Code of Ethical Behaviour and Practice set out in King IV, insofar as they are applicable to a public higher education institution. In supporting King IV, the Council recognises the need to conduct the business of a public higher education institution with integrity and in accordance with generally accepted good governance practices. Unisa materially complies with the principles of King IV as set out in detail on our website at <https://www.unisa.ac.za/sites/corporate/default/About/Governance-&-management/Governance/The-Council%27s-Governance-Proclamation>.

The monitoring of the university's compliance with the King IV codes forms part of the mandate of the Audit and Enterprise Risk Management Committee of Council (AERMCoC). Council is also committed to adhering to the Guidelines for Good Governance Practice and Governance Indicators for Councils of South African Public Higher Education Institutions introduced by the Minister in December 2017 and participates in the assessment processes required in terms of those Guidelines. A Council code of conduct is in place and is applicable to all Council members and members of Council committees. The code is reviewed as regularly as Council deems fit. A separate code of conduct applicable to all students and staff is also in place and is reviewed regularly. The Social and Ethics Committee of Council (SECoC) monitors compliance with the code. There were no reported contraventions of this code during the year.

Members of Council are always cognisant of their roles and functions and participate robustly in deliberations of Council and its committees. Members are always careful to act in the best interest of the university while shunning any partisan interests. Council is properly constituted in terms of the Act and the Institutional Statute and is led by an independent Chairperson, Mr Sakhi Simelane. In addition to supporting the principles of King IV, the Council derives its rights and duties from the Council Charter and Delegations of Authority Framework. The roles and responsibilities of the Chairperson and the Vice Chancellor are clearly outlined and distinguished. The Chairperson is responsible for leading Council in relation to all governance matters and ensuring the integrity and effectiveness of Council and its committees; while the Vice Chancellor is responsible for the effective management and running of the operations of the university with the support of members of the Management Committee, in line with Unisa's 2030 Strategy, the Annual Performance Plan (APP), Management's Compact with Council and Council-approved policies. In terms of the Institutional Statute, the Chairperson holds office for a period of two years or such shorter period as he or she may be a member of Council, and is eligible for re-election.

Matters referred to the Council for decision-making are clearly set out in terms of the Higher Education Act as well as the Institutional Statute and the Council Charter. Council remains responsible for the ongoing strategic direction of Unisa and ensures the enforcement of a good ethical culture, effective control, good performance and legitimacy. In this regard, Council reviews approval for major developments and receives reports from management on the day-to-day operations of the university. The membership of Council and its committees reflects authentic diversity in terms of academic qualifications, industry knowledge, experience, race and gender. This empowers Council to exercise proper judgment and skill in discharging its responsibilities with regard to the governance of the university. Council meets at least four times a year to discharge its responsibilities.

The Council has made arrangements for the delegation of its authority to a number of committees, thus promoting independent judgement and ensuring a balance of power and the effective discharge of its duties in compliance with Principle 8 of King IV. In this regard, Council has constituted the following committees to which it has delegated a number of its functions:

- Executive Committee of Council (EXCO) see page 123 for further detail
- Nominations and Governance Committee of Council (NGCoC) see page 124 for further detail
- Remuneration Committee of Council (RemCoC) see page 125 for further detail
- Finance, Investment and Estates Committee of Council (FIECoC) see page 126 for further detail
- Audit and Enterprise Risk Management Committee of Council (AERMCoC) see page 128 for further detail
- Human Resources Committee of Council (HRCoC) see page 130 for further detail
- Information and Communication Technology Committee of Council (ICTCoC) see page 132 for further detail
- Brand and Communication Committee of Council (BCCoC) see page 134 for further detail
- Academic and Student Affairs Committee of Council (ASACoC) see page 135 for further detail
- Social and Ethics Committee of Council (SECoC) see page 136 for further detail

There is no separate Risk Committee of Council as risk matters fall within the ambit of the AERMCoC. A Risk Subcommittee of the AERMCoC was established in Q4 of 2019 in terms of the terms of reference of the AERMCoC and assists in carrying out its oversight responsibilities in respect of risk management. Risk matters are thus given adequate attention within the university at management level (through the Risk Management Committee), at the level of the AERMCoC Risk Subcommittee, at the level of the AERMCoC and at Council itself. The membership of Council and its committees reflects authentic diversity in terms of academic qualifications, industry knowledge, experience, race and gender, enabling Council to exercise true judgment and skill in guiding the university to ensure its long-term success and sustainability. The Council's various committees are formally constituted with approved terms of reference, setting out each committee's full mandate, role and responsibilities. The committees are formally constituted with terms of reference and with independent members of Council, who are neither employees nor students of the institution.

A formal independent appraisal/evaluation of Council and its committees was conducted in 2018. No appraisal/evaluation was done in 2019 due to operational constraints. Going forward, the independent evaluation shall be conducted every two years in line with the recommendations of the King IV Report, with every alternate year being used for self-evaluation.

## Highlights from the meetings of Council for 2019

The Unisa Council noted the following:

- Establishment of the Thabo Mbeki School of Public and International Affairs
- Establishment of the Science and Engineering in the Science campus
- Implementation of the South African Human Rights Commission (SAHRC) recommendations on matters of race, harassment, diversity and related matters
- Implementation of the revised top management structure
- Council conducted a workshop on 10-11 September 2019 to consider a review of the Unisa 2030 Strategy with a focus on the second five-year period of the Strategy. In this regard Council resolved that implementation plans should be developed by portfolio managers to give effect to Strategy implementation. The ODeL Enterprise Architecture Framework and Plan was developed by Management in response to this and duly approved by Council

## Council members, status and attendance

The Unisa Council comprises academic and non-academic members of whom 60% are independent, being neither employees nor students. The appointment of Council members is in accordance with the Statutes of a public higher education institution. There were five Council meetings for the year under review.

## The composition of Council in 2019 was as follows:

### External

	Name and age	Term of office/length of service
1.	Mr Simelane: Chairperson of Council (46)	05.12.2012 – 04.12.2016 Re-elected 05.12.2016 – 04.12.2020
2.	Ms FE Letlape (52)	24.04.2015 – 23.04.2019 Temporarily renewed from 24.04.2020 – 23.10.2019
3.	Ms BL Mapongwana (46)	23.10.2019 - 22.10.2023

	<b>Name and age</b>	<b>Term of office/length of service</b>
4.	Mr MJ Maboja (39)	25.02.2016 – 24.02.2020 Re-elected 25.02.2020 – 24.02.2024
5.	Prof GM Nkondo (79)	24.11.2015 – 23.11.2019 Re-elected 24.11.2019 – 23.11.2023
6.	Mr TG Ramasike (46)	24.11.2015 – 23.11.2019
7.	Dr WK Magasela (58)	24.11.2019 – 23.11.2023
8.	Mr L Tlhabanelo (47)	15.09.2014 – 14.09.2018 Re-elected 22.11.2018 – 21.11.2022
9.	Adv EK Tsatsi (59)	25.02.2016 – 24.02.2020
10.	Ms TYM Wentzel – Du Toit (54)	24.04.2015 – 23.04.2019 Re-elected 24.04.2019 – 23.04.2023
11.	Dr DC Mamphiswana (52)	22.11.2018 – 21.11.2022
12.	Ms DD Mokgatle (63)	10.06.2017 – 09.06.2021
13.	Ms SF Mudau (37)	12.09.2019 – 11.09.2023

#### **Ex Officio**

	<b>Name and age</b>	<b>Term of office/length of service</b>
14.	Prof MS Makhanya: Principal and Vice Chancellor (VC) (57)	Mandated by the VC's contract of employee Contract ends on 31 December 2020

#### **Appointed by The Minister of Higher Education and Training**

	<b>Name and age</b>	<b>Term of office/length of service</b>
15.	Ms BS Khumalo (40)	01.08.2015 – 31.07.2019
16.	Ms NV Mokoka (65)	01.08.2015 – 31.07.2019 Re-elected 22.08.2019 – 21.08.2023
17.	Mr B Ngcaweni: Deputy Chairperson of Council (45)	01.08.2015 – 31.07.2019; 22.08.2019 – 21.08.2023
18.	Prof ASV Magwaza (73)	22.03.2018 – 21.03.2022
19.	Dr BJ Johnson (48)	22.10.2018 – 21.10.2022

#### **Academic Staff (Non-Senate)**

	<b>Name and age</b>	<b>Term of office/length of service</b>
20.	Prof BB Senokoane (40)	14.09.2017 – 13.09.2019 Re-elected 14.09.2019 – 13.09.2021
21.	Prof LI Zungu (48)	14.09.2017 – 13.09.2019

#### **Senate Representative**

	<b>Name and age</b>	<b>Term of office/length of service</b>
22.	Prof RS Tshaka (40)	12.09.2017 – 11.09.2019
23.	Prof PH Havenga (59)	12.09.2017 – 11.09.2019
24.	Prof M Moleki (61)	12.09.2019 – 11.09.2021
25.	Prof LI Zungu (48)	14.09.2019 – 13.09.2021

#### **Non-Academic Staff**

	<b>Name and age</b>	<b>Term of office/length of service</b>
26.	Mr OM Galane (36)	06.10.2015 – 05.10.2017 Re-appointed 05.10.2017 – 04.10.2019
27.	Ms PJ Sekwaila (57)	05.10.2017 – 04.10.2019

## SRC Representative

	Name and age	Term of office/length of service
28.	Mr W Mazhetese, President of the SRC (34)	01.10.2018 – 30.09.2020
29.	Mr B Zulu, Secretary General of the SRC (29)	01.10.2019 – 30.09.2020 Resigned 23.04.2019
30.	Mr A Ngwenya, Secretary General of the SRC (27)	24.04.2019 –

## Convocation

	Name and age	Term of office/length of service
31.	Mr S Mhlungu, President of Convocation (33)	07.11.2015 – 08.11.2019 Re-elected 07.11.2019 – 06.11.2023
32.	Mr M Modiba, Representative of the Convocation (39)	11.11.2016 – 10.11.2020

## Local Government Representative

	Name and age	Term of office/length of service
33.	Mr OSN Lebesse (63)	01.05.2014 – 30.05.2018 Re-appointed 25.04.2018 – 24.04.2022

## Changes to Council – resignations and new appointments

- Mr B Zulu resigned on 23 April 2019
- Mr BS Khumalo's term of office ended on 31 July 2019
- Professor RS Tshaka's term of office ended on 11 September 2019
- Ms FE Letlape's term of office ended on 23 April 2019 and was temporarily renewed until 23 October 2019
- Mr TG Ramasike resigned on 23 November 2019
- Dr B Johnson resigned on 10 March 2020
- Mr A Ngwenya was appointed to fill the vacant SRC position on 24 April 2019
- Professor M Moleki was appointed on 12 September 2019
- Ms SF Mudau was appointed on 12 September 2019
- Ms BL Mapongwana was appointed on 23 October 2019
- Dr WK Magasela was appointed on 24 November 2019
- Mr M Bhomoyi was appointed on 18 November 2019

## Council composition

There were five Council meetings for the year under review.

	24 Apr	19 June	12 Sept	21 Nov	04 Dec	Number of meetings attended
Mr AS Simelane	√	√	√	√	√	5/5
Ms FE Letlape	√	x	x	Term ended 23/10/2019		1/3
Mr MJ Maboja	√	√	√	√	√	5/5
Professor GM Nkondo	√	√	x	√	x	3/5
Mr TG Ramasike	√	√	√	x	Term ended 23/11/2019	3/4
Mr L Thabanelo	√	√	√	√	√	5/5
Adv EK Tsatsi	x	x	x	x	x	0/5
Ms T Wentzel-du Toit	√	√	√	√	x	4/5
Professor MS Makhanya	√	√	√	√	√	5/5

	24 Apr	19 June	12 Sept	21 Nov	04 Dec	Number of meetings attended
Ms BS Khumalo	x	x	Term ended 31/07/2019			0/2
Ms NV Mokoka	√	√	√	√	√	5/5
Mr B Ngcaweni	√	x	√	√	√	4/5
Professor AVS Magwaza	√	√	x	√	√	4/5
Professor BB Senokoane	√	√	√	√	x	4/5
Professor LI Zungu	√	√	√	x	x	3/5
Professor RS Tshaka	√	x	Term ended 11/09/2019			1/2
Professor PH Havenga	x	x	Term ended 11/09/2019			
Mr OM Galane	√	x	x	x	x	1/5
Ms PJ Sekwaila	√	√	√	√	x	4/5
Mr W Mazhetese	√	√	√	√	√	5/5
Mr B Zulu	Term ended 23/04/2019					
Mr S Mhlungu	√	√	√	√	√	5/5
Mr M Modiba	x	x	√	√	√	3/5
Ms DD Mokgatle	√	x	√	√	√	4/5
Mr OSN Lebeso	√	√	√	√	√	5/5
Mr A Ngwenya	-	√	√	√	√	4/4
Dr B Johnson Resigned as member of Council on 10 March 2020	√	x	√	x	x	2/5
Dr DC Mamphiswana	√	√	√	x	√	4/5
Prof M Moleki Appointed 12/09/2019	-	-	√	√	√	3/3
Ms SF Mudau Appointed 12/09/2019	-	-	√	√	x	2/3
Ms BL Mapongwana Appointed 23/10/2019	-	-	-	√	√	2/2
Dr WK Magasela Appointed 24/11/2019	-	-	-	-	√	1/1
Mr M Bhomoyi Appointed 18/11/2019	-	-	-	√	√	2/2

**Tick:** Attended, **Cross:** No attendance, **Dash:** Not yet a member



## Attendance percentages

Date	24 Apr	19 June	12 Sept	21 Nov	4 Dec	Total
External members	15/18 (83,3%)	11/18 (61,1%)	14/18 (77,77%)	14/18 (77,77%)	13/18 (72,22%)	74,43%
Internal members	7/7 (100%)	6/8 (75%)	7/8 (87,5%)	7/9 (77,77%)	5/9 (55,55%)	79,16%
All members	22/25 (88%)	17/26 (65,38%)	21/26 (80,76%)	21/27 (77,77%)	23/27 (85,18%)	79,41%

## Members of Council significant directorship outside Unisa

Name	Allocated committees/ structures	Significant directorships outside Unisa
Mr S Simelane	EXCO NGCoC RemCoC	None
Professor MS Makhanya	EXCO NGCoC FIECoC HRCoC ICTCoC ASACoC SECoC	None
Mr BS Khumalo	NGCoC AERMCoC FIECoC	Not provided
Ms NV Mokoka	HRCoC EXCO AERMCoC	Nosisa Mokoka Consulting Cabogenix (Pty) Ltd Amelia Mazwi Properties (Pty) Ltd Triocorp (Pty) Ltd Mr Back Up (Pty) Ltd Giamarria Ravetti Unisa Retirement Fund Soul Provider Trust Phakamisani Consulting Projects Zisomi Consulting (Pty) Ltd
Mr B Ngcaweni	EXCO NGCoC SECoC ICTCoC ASACoC	Pavement Bookworm Foundation (NPO) Advisory Committee: Wits Centre Diversity Studies
Professor ASV Magwasa	SENATE SECoC ASACoC	None
Professor BB Senokoane	HRCoC ASACoC ICTCoC	Tulsaclox Boity Logistics Astoa Dealings APSA Trade Union The Great Trading and Projects Astoa logistics Primarily Cooperative Limited Tufloof Task Team
Professor LI Zungu	ASACoC BCCoC	<b>Board Membership:</b> South African Medical Research Council Human Sciences Research Council Texila American University  <b>Company Directorship:</b> OHRACS
Professor RS Tshaka	BCCoC	Not provided

Name	Allocated committees/ structures	Significant directorships outside Unisa
Mr OM Galane	HRCoC SECoC FIECoC	Mangosuthu University of Technology (Council member & Chair of Finance & Investment Committee) University of Mpumalanga (Council member and Acting Chair of Governance, Finance & Investment Committee) Polokwane Housing Association (Chair of Project, Contracts and Property) Unisa Retirement Fund Ekurhuleni East TVET College (Council member) Tshwane South TVET College (Former Council Member and Chair of Finance Committee) Service-Seta (Member of Audit & Risk Committee) Sagewood Manor Home Owners (Former director & Chair of Finance, Audit & Risk Committee)
Ms PJ Sekwaila	HRCoC ASACoC FIECoC	None
Mr S Mhlungu	ICTCoC HRCoC EXCO SECoC ASACoC FIECoC	None
Mr MB Modiba	HRCoC AERMCoC FIECoC ICTCoC	Bokamoso Barona Trust
Ms DD Mokgatle	AERMCoC EXCO NGCoC REMCoC	Bid Corporation Limited Bushveld Minerals Limited IQ Business (Pty) Ltd Palesa Ya Sechaba Foundation NPC Rothschild and Co SA (Pty) Ltd Telkom SA SOC Ltd The SA SME Fund Limited Total SA (Pty) Ltd Tshetledi Properties (Pty) Ltd Peotona Group Holdings (Pty) Ltd Tokiso Dispute Settlement (Pty) Ltd Italtile Ltd Peotona Ash Resources (Pty) Ltd Ash Resources (Pty) Ltd Peotona Asset Management (Pty) Ltd Peotona Dispute Settlement (Pty) Ltd Peotona Private Equity (RF) (Pty) Ltd Trinitas Private Equity GP en Commandite Partnership Sinako Holdings (RF) (Pty) Ltd Lafarge Industries SA (Pty) Ltd Lafarge Mining (Pty) Ltd Peotona Capital (Pty) Ltd Ponahalo Capital (RF) (Pty) Ltd Ponahalo Holdings (RF) (Pty) Ltd Ponahalo Investments (RF) (Pty) Ltd Rebatona Investment Holdings (Pty) Ltd Bargenei Investments (Pty) Ltd Reunert Ltd Peotona Conveyer Belt Investments (Pty) Ltd Fenner Conveyer Belting (Pty) Ltd Peotona Development Investments 1 (Pty) Ltd

Name	Allocated committees/ structures	Significant directorships outside Unisa
Mr OSM Lebesse	BCCoC EXCO NGCoC IF HRCoC REMCo	None
Ms FE Letlape	BCCoC HRCoC AERMCoC	Maletchaba Human Capital Community Rail Services Mothibedi Kaelo Investments Esther Letlape Consulting
Mr MJ Maboja	FIECoC EXCO	NTP Radioisotopes SOC Ltd Pelchem SOC Ltd Nehawu Investment Holdings Eyesizwe Mining Development Trust Unisa Enterprise (Pty) Ltd Eyesizwe Mining (Pty) Ltd South Africa Nuclear Energy Corporation SOC Ltd Finance and Accounting Services Sector Education and Training Authority (FASSET)
Professor GM Nkondo	EXCO ASACoC SENATE	None
Mr TG Ramasike	FIECoC NGCoC EXCO REMCo	Ramasike Family Trust Maxwell Mahole Morapeli Trust MES Ramasike Investment Club National Council of and for People with Disabilities South African Revenue Service (member of committee) Technology Innovation Agency Tuleka Group (Pty) Ltd IEC Wealth Investors (Pty) Ltd Kwena Franchise Fund (Pty) Ltd Kwena Fund Managers (Pty) Ltd Thabiso Ramasike Investments (Pty) Ltd African Unity Insurance Limited Boleng Insurance Limited
Mr L Tlhabanelo	HRCoC SECoC FIECoC ICTCoC	Bopa Moruo Projects Waco Africa HR Development Six Degrees Group Holdings Purple Storm Paint and Hardware Tlhabanelo Business Services Mashingwaneng Investments Soulstrings Entertainment
Adv EK Tsatsi	AERMCoC SECoC ICTCoC	Not provided
Ms TYM Wentzel du Toit	HRCoC SECoC AERMCoC EXCO	None
Mr W Mazhetese	SECoC FIECoC ASACoC ICTCoC	Not provided
Mr A Ngwenya	ASACoC	None
Dr B Johnson	BCCoC ASACoC AERMCoC	Not provided

Name	Allocated committees/ structures	Significant directorships outside Unisa
Dr DC Mamphiswana	FIECoC HRCoC SECoC	None
Professor M Moleki	BCCoC	None
Ms SF Mudau	AERMCoC ICTCoC FIECoC	Favest Advisory and Auditors Cfaith Investments TheRYT Group Palabora Foundation SBR Investments Ignitehouse Ministries International NPC Ditsong Museums of South Africa (Independent Chairperson of Audit and Risk Committee) Little Eden Society Solidbase Insurance
Ms BL Mapongwana	SECoC AERMCoC HRCoC	Khazimla Education Trust MTNZF (RF) Limited Nordex Energy SA (Pty) Ltd Nordex Education Trust (Chairperson) Prosirius (Pty) Ltd Sycamore Resources (Pty) Ltd TUHF Holdings Limited
Dr WK Magasela	ASACoC FIECoC BCCoC	Clermont Analytics
Mr M Bhomoyi	-	None

### Statement on conflict management

A group of individuals with professional skills were identified in 2019 to mediate in disputes and help ensure smooth operations. These included Professor Veronica McKay, Acting Vice Principal: Teaching, Learning, Community Engagement and Student Support, who was assigned by the Executive Committee of Council together with Professor Andrew Phillips, Acting Registrar and then Executive Dean: College of Human Sciences, to ensure peace and stability within the College of Law. These staff members contributed greatly towards achieving this objective. Dr Matome Mashiapata was also appointed as Acting Academic Planner within the Department: Programme Accreditation and Registration (DPAR), at a time when questions were being raised about the integrity of some of the university's programmes and managed to instil a team spirit within the department and to resolve conflict areas, resulting in the restoration of confidence in the quality of Unisa's academic offerings. Mr Zweli Dlamini, the Executive Director: Human Resources, also provided support in the efforts taken to ensure peace and stability within the College of Law and the DPAR, as well as ensuring better engagements with workplace stakeholders including labour.

The number of student protests/shutdowns and number of academic days lost are estimated to an average of eight days holistically as there were two main shutdowns that affected operations in all regions in January and August 2019. The university applied for a court interdict in respect of the January national shutdown to minimise continued loss of academic days as well as curtailing the student protest getting out of hand. The issues were eventually resolved amicably. The August national shutdown culminated in the Unisa students' national march to DHET where students handed in their memorandum. Student discontent in this regard centred on the perceived discrimination of Unisa students on the basis of the current NSFAS-funding model.

### Statement on worker and student participation (co-operative governance)

Unisa uses different participation structures to deal with issues that affect employees and students directly and materially. These are designed to achieve good employer-employee and student relations through effective sharing of information, consultation, identification and resolution of conflicts. These structures embrace goals relating to productivity, career security, legitimacy and identity with Unisa. Matters of mutual interests are referred to the Unisa Bargaining Forum which has an independent Chairperson. Unisa has long-standing recognition agreements with Nehawu and APSA. See Our People on page 84 and Stakeholder Engagement on page 80 for further detail.

## Statement on Code of Conduct and Ethics

The Code of Conduct and Ethics underpinned by the five institutional values commits Unisa staff members and students to the highest standards of integrity, behaviour and ethics in dealing with all its stakeholders. Staff members are expected to observe Unisa's ethical obligations in order to conduct its business through the use of fair commercial competitive practices. The Council has a separate Code of Ethics and Conduct for Council members which is signed by all members upon appointment and annually thereafter. Like the Code for staff members, it emphasises the values of integrity, dignity, fairness and responsible leadership. The codes of ethics and conduct were not reviewed in 2019.

## COMMITTEE REPORTS

### Council committees and their related role and mandate

A summary of the total number of meetings held by various committees for the year under review is set out below:

7 AERMCoC	10 EXCO of Council	9 HRCoC	4 RemCoC
5 ASACoC	6 FIECoC	4 ICTCoC	4 SECoC
4 BCCoC	5 NGCoC		

## EXECUTIVE COMMITTEE OF COUNCIL (EXCO)



Mr AS Simelane

### Mandate

The purpose of the Executive Committee of Council is to advise Council on issues within its mandate and execute its delegated functions as per the Council-approved delegation of decision-making in support of the core business of the university. These responsibilities are spread throughout the document although a number of its responsibilities are set out in the sections covering human resources matters.

The committee is chaired by **Mr AS Simelane** and comprises a further nine members. The committee met nine times during the year.

### Key outputs for the year under review

- Implementation of the Recommendations of the SAHRC on matters of race, harassment, diversity and related matters
- The challenges faced by the university at the beginning of 2019, in particular the non-accreditation of certain qualifications
- Extension of the application period to be throughout the year
- The Vice Chancellor's reports on the status of the institution
- Development regarding the DHET guidelines for Good Governance Practice Scorecard Reporting Process
- The procurement of student laptops
- Development of offices in the Johannesburg city centre
- Job evaluation for security guards, cleaners and waste-recycling handlers
- Revised policy on Awards for Excellence in Teaching and Learning and its related procedures
- The acquisition of land for future developments

## Attendance for the year under review

Date	12 Jan Special	28 Feb Special	10 Apr	05 June	17 June Special	24 June Special	28 Aug	03 Oct	18 Nov	Number of meetings attended
Mr S Simelane	√	√	√	√	x	√	√	√	√	8/9
Mr B Ngcaweni	√	√	√	√	√	x	x	√	√	7/9
Professor MS Makhanya	√	√	√	√	√	√	√	√	√	9/9
Mr OSM Lebeso	x	√	√	√	√	√	√	√	√	8/9
Mr S Mhlungu	√	√	√	√	√	√	√	x	√	8/9
Ms DD Mokgatle	√	√	√	√	x	√	√	x	√	7/9
Ms NV Mokoka	√	√	√	√	√	√	x	√	√	8/9
Professor GNM Nkondo	√	√	√	√	√	√	√	√	√	9/9
Mr TG Ramasike	√	√	√	√	√	√	√	√	√	9/9
Ms TYM Wentzel-du Toit	x	√	√	√	√	√	√	x	x	6/9

**Tick:** Attended, **Cross:** No attendance, **Dash:** Not yet a member

## NOMINATIONS AND GOVERNANCE COMMITTEE OF COUNCIL (NGCOC)



Mr AS Simelane

### Mandate

The NGCoC has a specific mandate of ensuring that Council is constituted according to the regulatory provisions, and has the required diversity, skills and capacity to carry out its role effectively. The committee is chaired by **Mr AS Simelane** and comprises a further six members.

The NGCoC's role and obligations include:

- Recommending the composition of committees of Council to the Council (including the appointment of chairpersons and deputy chairpersons of committees)
- Reviewing the performance of members
- Establishing and maintaining succession plans for members of Council, the chairperson of Council and the Principal and Vice Chancellor

- Dealing with specific matters of governance, including, but not limited to, annual declarations of interest by members of Council and committees of Council, conflicts of interest of members of Council and Committees of Council, assessment of individual members of Council and committees of Council, and annual evaluation of the effectiveness of Council and committees of Council

In the year under review there were six meetings.

### Key outputs for the year under review

- Extended term of office or appointed new members for members of council whose term of office expired in 2019
- Revised composition of SBL Advisory Board
- Revised and approved Terms of Reference of committees
- Validation of Senate Composition

### Attendance for the year under review

Date	02 Apr	23 May	05 Jun	28 Aug	11 Sept	19 Oct	Number of meetings attended
Mr S Simelane	√	√	√	√	√	√	6/6
Mr B Ngcaweni	√	√	x		√		
Professor MS Makhanya	√	√	√	√	√	√	6/6
Ms DD Mokgatle	√	√	√	√	√	√	6/6
Ms B Khumalo	√	√	x	Term expired 31/07/2019			2/3
Mr OSM Lebeso	√	√	√	√	√	x	5/6
Mr TG Ramasike	√	√	√	√	√	x	5/6

**Tick:** Attended, **Cross:** No attendance, **Dash:** Not yet a member

## REMUNERATION COMMITTEE OF COUNCIL (REMCOC)



Mr AS Simelane

### Mandate

The committee is responsible for the determination, development and administration of the university's general policy on remuneration, which encompasses the philosophy and intent behind remuneration assessment, the criteria for remuneration setting and remuneration components. It is responsible for the remuneration of members of senior and extended management on Peromnes grades P1-P3 and directors on grade P4 ("affected staff"), including the payment of allowances to indicated members.

The remuneration philosophy at Unisa is underpinned by the values of transparency, fairness, defensibility and consistency and aims to position remuneration relative to the national and higher education market in terms of a six-month lead-lag strategy, with affordability and differentiation per level. The remuneration policy is available on the intranet at <https://staff.unisa.ac.za/sites/intranet/default/Policies/Human-Resources#>.

The committee is also responsible for setting the remuneration percentile for newly appointed affected staff, within the relevant salary range, as well as approving the conditions precedent as well as value of performance bonuses to affected staff against the annual performance agreements. The formula in respect of performance bonuses is as follows: (total guaranteed package x 70%) x (IPMS rating / 5) x proportion percentage unique to post level. The committee also ensures that the determination of the remuneration of senior management and employees is aligned to the promotion of the achievement of the strategic objectives and interests of the university and is linked to the senior manager's contribution to the performance of the university. The committee is also responsible for recommending the remuneration of Council and Committee members to the Council for approval.

Finally, the committee pays close attention to the determination of the criteria necessary to measure the performance of members of the Management Committee in discharging their functions and responsibilities taking into consideration, to a limited extent, factors affecting the university's performance outside the control of senior management. Performance-related elements of remuneration therefore constitute a substantial portion of the total remuneration package of members of the Management Committee. The period of each contract is five years and is renewable once. The notice period is one month.

Remuneration for the year is set out in the annual financial statements on page 203.

The committee is chaired by **Mr AS Simelane** and comprises a further four members.

### Key outputs for the year under review

- Review of all the salaries of extended management and directors
- Benchmarking of the executive deans/executive directors positions
- Moderation of the 2018 year-end performance ratings for extended management and directors on P1-4
- Remuneration review for members of extended management and directors: 2018-2019
- Recommendation to Council to approve general annual salary increase of 5% for 2019
- Performance bonus and 2019 pay-progression adjustments were deferred to a special meeting

### Attendance for the year under review

Date	28 Aug	18 Nov	Number of meetings attended
Mr S Simelane	√	√	2/2
Mr TG Ramasike	√	√	2/2
Ms DD Mokgatle	√	√	2/2
Mr OSM Lebeso	√	√	2/2
Professor MS Makhanya	√	√	2/2

## FINANCE, INVESTMENT AND ESTATES COMMITTEE OF COUNCIL (FIECOC)



Mr TG Ramasike



## Mandate

The committee's responsibilities include:

- Ensuring the long-term financial sustainability and stability of the university
- Ensuring proper identification, mitigation and monitoring of financial risks
- Assessment of appropriate physical infrastructure needs
- Ensuring that the three-year budget projections are prepared as required by the DHET Reporting Regulations
- Ensuring all financial reporting regulations are met
- Monitoring compliance with the relevant policy, regulatory and legislative requirements

The FIECoC, among other matters, recommends Unisa's annual operating and capital budgets, and monitors performance in relation to the approved budgets. It is further responsible for ensuring the university operates as a going concern and that the accounting and information systems are appropriate and the personnel compliment sufficient and suitably qualified to maintain the accounting records of the university.

The committee is chaired by **Mr TG Ramasike** and comprises a further 11 members. The committee held five meetings during the year.

## Key outputs for the year under review

The following were reviewed by the committee and submitted to Council for approval:

- Policies:
  - Insurance policy
  - Investment policy/terms of reference of the Operational Investment Committee
  - Policy on travel, accommodation and related expenses
  - Policy on student and sundry debtors
  - Policy on supply chain management
  - The report on the restructuring of the tender committees
  - Infrastructure management policy
  - Policy on public private partnership
  - Parking policy
- Annual financial statements
- Terms of reference (ToR) estates and operations
- Sunnyside Campus development
- 2019-2021 medium-term expenditure framework
- Procurement of student devices
- Developments in the Johannesburg City Centre
- Tender for upgrade of the Unisa Science Campus was approved

## Attendance for the year under review

Date	11 Apr	30 May	25 July (special)	26 Aug	01 Nov	Number of meetings attended
Mr TG Ramasike	√	√	√	√	√	5/5
Mr J Maboja	√	√	√	√	√	5/5
Ms BS Khumalo	x	x	x	Term ended 31 July 2019		0/3
Mr S Mhlungu	√	√	√	√	√	5/5
Mr MP Modiba	√	x	x	x	x	1/5
Dr GS Moseneke	x	x	x	x	x	0/5
Mr L Tlhabanelo	x	√	√	√	√	4/5
Professor MS Makhanya	√	x	√	√	√	4/5
Mr OM Galane	√	x	√	x	x	2/5
Ms PJ Sekwaila	√	x	x	x	x	1/5
Mr W Mazhetese	√	√	√	x	x	3/5
Dr DC Mamphiswana	-	-	-	-	x	0/1

**Tick:** Attended, **Cross:** No attendance, **Dash:** Not yet a member

## AUDIT AND ENTERPRISE RISK MANAGEMENT COMMITTEE OF COUNCIL (AERMCO C)



Ms DD Mokgatle

### Mandate

The committee is appointed to primarily assist the Council in:

- Ensuring the continued independence of the external auditors
- Overseeing the external audit process
- Overseeing integrated institutional reporting and recommending the final integrated report to Council for approval
- Applying the institution's combined assurance model to ensure a coordinated approach to all assurance activities in relation to the various lines of defence, namely those relating to:
  - people, systems and controls
  - risk management and the compliance function
  - the internal audit function
  - independent external assurance
- Reviewing, on an annual basis, the expertise, resources and experience of the institution's finance function
- Overseeing the internal audit function
- Monitoring the ethical progress and culture at the University by receiving quarterly management reports in this regard
- Overseeing the risk management and compliance at the University

The committee is chaired by **Ms DD Mokgatle** and was, in the year under review, comprised of a maximum of 11 members. Ms Belinda Mapongwana and Ms Sedzani Mudau were appointed to the committee during the year. At any given time there is a minimum of 5 members and these are either members of Council or specialists in the field. One member, Prof LI Zungu, an internal member of Council, was inadvertently allocated to the committee by the NGCoC but the committee made a recommendation to the NGCoC and Council for her to be reallocated elsewhere to maintain the external membership of the committee. Apart from this, all members are independent of the university and are not employed by Unisa. The committee holds a minimum of four meetings per year, attended by both the external and internal auditors and appropriate members of the executive management. Six meetings were held during the year under review.

Through the use of the risk register, the committee maintains a reporting system that enables it to monitor changes in the university's risk profile and to gain an assurance that risk management is effective. In this regard, the committee participates in an annual assessment, review and approval of risks facing the university as recorded in the risk register. Furthermore, on a quarterly basis the committee reviews and recommends to Council the assessment of the top ten (10) strategic risks of the university. In its annual assessment and review of risks, the committee establishes the materiality levels of the university's risks and determines the annual risk tolerance limits and risk appetite of the university. As part of this process, the committee considers all possible risks presented to it by management and their likelihood, and insists on having mitigation plans in relation to this. The university maintains a risk management system and has a risk register which is administered through the Portfolio Strategy, Risk and Advisory Services and forms part of the reporting of the Risk Management Committee, the Risk Subcommittee of the AERMCoC and the AERMCoC.

Both the internal and external auditors have unrestricted access to AERMCoC.

## Key outputs for the year under review

- Financial performance report
- Audit plan
- 2018 audit report
- Final 2020 Annual Performance Plan (APP)
- 2020 strategic risk register
- King IV assessment reports were approved
- Implementation of the ODeL model
- ICT governance report was noted and will be submitted as a risk subcommittee of the AERMCoC

## Members of the AERMCoC have the following combined qualifications and/or experience in business:

AERMCoC Member	Years of experience	Years of service on the Unisa AERMCoC
<b>Ms DD Mokgatle</b>		
B.Proc, LLB (Law) – University of the Witwatersrand, Higher Diploma in Tax Law – University of the Witwatersrand, Attorney of the High Court of South Africa (non-practicing)	48 years	3 years, 3 months
<b>Ms BS Khumalo</b>		
BCom Accounting – University of Natal, Executive Development Programme – London University Cass Business School	17 years	1 years, 7 months
<b>Ms FE Letlape</b>		
BA (Hons) Industrial Psychology, B Admin	25 years	2 years, 9 months
<b>Mr M Modiba</b>		
Professional Certificate in Public Management (PCPM) – University of the Witwatersrand, Bachelor of Business Administration – Unisa	15 years	1 years, 8 months
<b>Ms NV Mokoka</b>		
Certificate Programme in Finance and Accounting (cum laude), Master of Management (Public and Development Management), Postgraduate Diploma: Human Resources Management, Diploma: Nursing Education, BA (Cur), Diploma: Midwifery, Diploma: General Nursing	41 years	4 years, 2 months
<b>Mr PM Ntsimane</b>		
Leading Executive Programme (Strategic Leadership Development Programme), Certificate in Business Leadership, MBA, Postgraduate Diploma: Advanced Taxation, BComm (Hons) Business Management, BComm (Accounting)	26 years	3 years, 8 months
<b>Ms T Wentzel-du Toit</b>		
BSocSc, MSocSc – Clinical Social Work (cum laude); Certificates in Development, Funding and Human Rights	34 years	4 years, 2 months
<b>Professor LI Zungu</b>		
BCur (UZ) BCur (Hons) (Unisa) MCur (UZ), PhD (UZ), Certificate in Dispensing for Health Practitioners (Wits), Certificate in International Research Ethics (UCT), Certificate in Global Clinical Scholars Research Training Programme (Harvard University), Certificate in Occupational Health and Safety (UCT)	24 years	1 years, 8 months
<b>Mr MC Jita</b>		
CA (SA), B Compt Hons – (Unisa), B TH Hons	40 years	1 year, 8 months
<b>Ms Belinda Mapongwana</b>		
Certificate in Compliance Management – UCT, Master of Laws (LLM) (International Business Law) – Vrije University, Amsterdam, Bachelor of Laws (LLB) – UCT, Bachelor of Social Science (B Soc. Sci) – UCT, Attorney of the High Court of South Africa	20 years	2 months

AERMCoC Member	Years of experience	Years of service on the Unisa AERMCoC
<b>Ms Sedzani Mudau</b>		
CA (SA), RA, MBA (Master of Business Administration) – University of Witwatersrand, BCom (Honours) Accounting – University of Natal, BCom Financial Accounting – University of Pretoria, MAP (Management Advanced Program) – University of the Witwatersrand, SEP (Senior Executive Program) – University of the Witwatersrand, MDP (Management Development Program-B-BBEE) – University of South Africa	16 years	3 months

### Attendance for the year under review

Date	04 Apr	22 May	03 Jun	24 Jun	15 Aug	05 Nov	Number of meetings attended
Ms DD Mokgatle	√	√	√	√	√	√	6/6
Professor MM Makhanya	√	√	√	√	√	√	6/6
Ms BS Khumalo	√	x	x	x	Term ended 31 July 2019		1/4
Ms FE Letlape	√	√	√	√	√	Term ended 23.10.2019	5/5
Mr M Modiba	x	x	x	x	x	x	0/6
Ms NV Mokoka	√	√	√	√	√	√	6/6
Mr PM Ntsimane	√	x	x	x	x	√	2/6
Ms T Wentzel	x	√	√	√	√	√	5/6
Professor LI Zungu	√	x	x	√	√	x	3/6
Mr M Jita	x	x	√	x	√	x	2/6
Ms SF Mudau Appointed 12.09.2019 – 11.09.2023	-	-	-	-	-	√	1/1
Ms BL Mapongwana Appointed 23.10.2019 – 22.10.2023	-	-	-	-	-	√	1/1

**Tick:** Attended, **Cross:** No attendance, **Dash:** Not yet a member

### HUMAN RESOURCES COMMITTEE OF COUNCIL (HRCOC)



Ms NV Mokoka

## Mandate

The HRCoC's responsibilities include overseeing and monitoring plans on matters related to human resources of the university and performing the delegated duties as outlined in the Council-approved delegations of decision-making authority. It is also entrusted with the responsibility of advising management and recommending human resources policies and other related business operations of the university that have an impact on human resources to Council.

The committee is chaired by **Ms NV Mokoka** and comprises a further 13 members. In the year under review there were 12 meetings.

## Key outputs for the year under review

- Grievance policy and procedure
- Employee disciplinary code and procedure
- Consolidated conditions of employment
- Talent management policy
- Talent acquisition policy
- Employment equity report

## Attendance for the year under review

Date	28 Mar	15 May	21 May	14 Jun	12 Aug	29 Aug	11 Sep	09 Oct	15 Nov	21 Nov	02 Dec	06 Dec	Number of meetings attended
Ms NV Mokoka	√	√	√	√	-	-	√	√	√	√	√	√	10/10
Mr L Tlhabanelo	√	√	√	√	√	√	√	√	√	√	√	√	12/12
Mr OSM Lebeso	√	√	√	√	√	√	√	√	√	√	√	√	12/12
Ms EF Letlape	x	x	x	x	x	x	x	x	Term ended 23/10/2019				0/8
Dr MC Kganakga	√	√	√	x	√	√	√	√	√	√	√	√	11/12
Ms TT Ngcobo	√	√	√	√	x	√	√	x	x	√	√	√	9/12
Adv EK Tsatsi	x	x	x	x	x	x	x	x	x	x	x	x	0/12
Ms T Wentzel du Toit	√	√	√	√	√	√	√	x	√	√	√	x	10/12
Professor MS Makhanya	√	√	√	x	√	√	√	x	√	√	√	x	9/11
Mr OM Galane	x	x	x	x	x	x	x	x	x	x	x	x	0/11
Ms PJ Sekwaila	x	√	√	x	x	x	√	√	x	√	x	x	5/11
Professor BB Senokoane	√	√	√	x	√	√	√	√	x	x	x	x	7/11
Professor RS Tshaka	√	√	√	x	√	√	x	Term ended 11/09/2019					5/6
Ms BL Mapongwana	-	-	-	-	-	-	-	-	-	-	-	√	1/1

**Tick:** Attended, **Cross:** No attendance, **Dash:** Not yet a member

## INFORMATION AND COMMUNICATION TECHNOLOGY COMMITTEE OF COUNCIL (ICTCOC)

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Mr Sabelo Mhlungu

### Mandate

Council is responsible for information and communication technology (ICT) governance, while management is responsible for the implementation of an ICT governance framework. The committee's roles and responsibilities include:

- Ensuring the good governance of ICT operations
- Performing the duties delegated or assigned by Council
- Submitting regular reports to Council regarding ICT matters and operations
- Making recommendations to Council on ICT policy issues
- Monitoring and steering the overall enterprise architecture which supports and drives ICT in the institution

ICTs are at the core of driving the university's ODeL strategy, in line with strategic focus area 3 which is concerned with harnessing ICTs to support the core business, to enable high performance, service and quality to all the universities' communities, thus ensuring long-term sustainability. During the year under review, the committee drove the process for the implementation of the ODeL strategy through the initiatives taken by the ICT portfolio of ensuring that the ODeL implementation plan forms part of the agendas of all Council committees and Council itself. Through its activities the committee monitors the effective management of information technology assets; ensures that Council is able to monitor and evaluate significant ICT investments and expenditure; and ensures that information technology forms an integral part of the university's risk management.

The committee is chaired by **Mr Sabelo Mhlungu** and comprises a further 11 members. In the year under review there were seven meetings.

During the year, Unisa visited the Open University of China and Phoenix University in order to conduct a feasibility study on different solutions available and to learn about their technology environment and student support systems. The report of these visits was referred to the Finance, Investment and Estates Committee.

### Key outputs for the year under review

- 2020 ICT APP and budget
- ODeL blueprint and implementation plan
- 2020 student devices project
- ICT risk register
- ICT projects report
- Cybersecurity status report
- ICT external audit findings report
- ICT performance against APP report
- ICT workshop report
- Development and operations (DevOps) implementation framework
- The ODeL enterprise architecture framework plan

## ICT and information governance

The Information and Communication Technology Committee of Council (ICTCOC) is responsible for ICT and information governance, while management is responsible for the implementation of an ICT governance framework. Further detail on the committee can be found on page 132.

The leakage of student personal data that is then irregularly used to market the services of external parties claiming to guarantee a pass on assignments and examinations is an ongoing problem. The Internal Audit Department, working together with the ICT Department and the Institutional Information Office, investigated the source of the leaks and remedial action is being put in place to manage this vulnerability.

Furthermore, the leakage of examination papers which attacks the core of the University's reputation and credibility is being investigated jointly with the South African Police Service.

See Transformation page 133 for detail on ICT projects.

### Attendance for the year under review

Date	04 March	09 May	18 June	05 Aug	14 Oct	13 Nov	13 Dec	Number of meetings attended
Mr S Mhlungu	√	√	√	√	√	√	√	7/7
Mr M Modiba	x	x	x	x	x	x	x	0/7
Mr B Ngcaweni	x	√	x	x	x	√	√	3/7
Professor BB Senokoane	x	√	√	x	√	√	√	5/7
Professor MS Makhanya	x	√	√	√	√	x	x	4/7
Mr W Mazhetese	x	x	x	x	x	x	x	0/7
Mr L Tlhabanelo	√	√	√	√	x	√	√	6/7
Mr S Mlauzi	√	√	x	x	√	x	√	4/7
Mr P Mogale	√	x	x	√	√	√	√	5/7
Mr L Mogashoa	√	√	√	√	√	Resigned		5/5
Adv EK Tsatsi	x	x	x	x	x	x	x	0/7
Ms SF Mudau	-	-	-	-	-	x	x	0/2

**Tick:** Attended, **Cross:** No attendance, **Dash:** Not yet a member

## BRAND AND COMMUNICATION COMMITTEE OF COUNCIL (BCCOC)



Mr OSM Lebese

### Mandate

The committee is responsible for oversight of the communications strategy at corporate level and has been fully constituted since 2018. Its role includes:

- Advising Council on corporate branding, including the policy and legal regulatory environment
- Marketing and communication strategies, and new developments and optimisation of various media platforms
- Considering reports pertaining to the institutional reputation
- Naming and renaming Unisa buildings and other properties

The committee is chaired by **Mr OSM Lebese** and comprises a further six members. The committee held 4 meetings during the year.

### Key outputs for the year under review

- The committee noted progress on the communication master plan
- Report on the BCCoC workshop: colleges should promote themselves through the marketing and communication specialist allocated to them
- Four name changes proposed by the university community were implemented. The families concerned were consulted and included throughout the process and they attended the unveilings. The buildings renamed are listed below:
  - Theo van Wijk Building – **Winnie Madikizela Mandela Building**
  - AJH van der Walt Building – **Professor Nkoana Simon Radipere Building**
  - Stalwardt Simelane Campus – **Smiso Nkwanyana Building**
  - Samuel Pauw Building – **Anton Lembede Building**

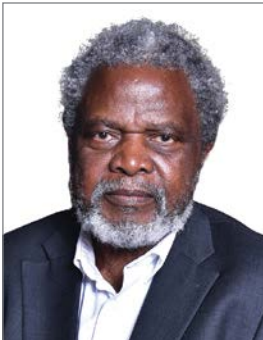
### Attendance for the year under review

Date	07 March	06 June	20 Aug	21 Oct	Number of meetings attended
Mr OSM Lebese	√	√	√	√	4/4
Ms FE Letlape	√	√	x	-	2/3
Professor PN Thuynsma	√	√	-	√	3/3
Ms J Hills	√	x	√	√	3/4
Professor LI Zungu	-	-	-	√	1/1
Professor M Moleki	-	-	-	x	0/1

**Tick:** Attended, **Cross:** No attendance, **Dash:** Not yet a member



## ACADEMIC AND STUDENT AFFAIRS COMMITTEE OF COUNCIL (ASACOC)



Professor GM Nkondo

### Mandate

The committee is primarily responsible for advising Council on governance issues related to academic and student affairs, whilst not in any way taking over the responsibility of Senate in this regard, and further fulfils an advisory role on how academic and student affairs systems could be improved and enhances communication whilst further promoting internal collaboration and coordination of academic and student affairs activities and functions.

The committee is chaired by **Professor GM Nkondo** and comprises a further 10 members. It met four times during the year.

### Key outputs for the year under review

- Recommended Unisa Regional model
- Recommended revised Business model
- Addressed matters relating to the Student Communication Service Centre (SCSC)/student contact centre project to address admission, general application and registration enquiries. Further detail is given in the Academic Report
- Establishment of a task team to handle matters relating to the South African Qualifications Authority (SAQA)
- Referral of matters relating to examination leaks to criminal authorities

### Attendance for the year under review

Date	20 March	03 June	08 Aug	17 Oct	Number of meetings attended
Professor GM Nkondo	√	√	√	√	4/4
Professor MS Makhanya	√	√	√	√	4/4
Mr B Ngcaweni	√	x	x	x	1/4
Professor AS Magwaza	x	x	√	x	1/4
Mr S Mhlungu	√	√	√	√	4/4
Ms PJ Sekwaila	√	x	x	√	1/4
Mr OM Galane	x	x	x	x	0/4
Dr BB Senokoane	√	√	√	√	4/4
Professor LI Zungu	√	√	√	√	4/4
Dr B Johnson	-	x	√	x	1/3
Mr W Mazhetese	x	x	√	x	1/4

**Tick:** Attended, **Cross:** No attendance, **Dash:** Not yet a member

## SOCIAL AND ETHICS COMMITTEE OF COUNCIL (SECO)

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Ms T Wentzel-du Toit

### Mandate

The SECoC serves as an advisory, oversight and monitoring committee taking a holistic approach to the conduct and activities of the university, as well as institutional culture. The committee's duties include monitoring the university's activities in terms of social and economic development in line with:

- the principles outlined in the United Nations Global Compact
- the principles outlined in the King IV Code related to the governance of social and ethics performance
- national legislation relating to social and economic development
- good corporate citizenship

The SECoC also monitors Unisa's reporting on its UNGC commitments and its various initiatives to promote greater environmental responsibility. During the year, the committee continued its drive to progress Unisa's ambition towards becoming a leader in higher education. This policy will materially enhance the implementation of Unisa's environmental sustainability policy, approved by Council.

The committee is chaired by **Ms T Wentzel-du Toit** and comprises a further 10 members. It met four times during the year.

### Key outputs for the year under review

- Quarterly report on ethics was noted
- Report of the research integrity office on achievements and challenges was noted
- The committee considered the proposal for the framework for lifestyle audit for members of the management committee
- The committee considered and noted the report on the contractual arrangements for the YALI project and the impact of the changes in government in the United States
- Quarterly report on the activities of the University Ombudsman
- Quarterly report on students' grievances
- The importance of community engagement for the SECoC
- Ethical clearance has been obtained for conducting the annual student satisfaction survey
- Outlined the maintenance programme for all buildings in the regions
- The Deputy Registrar: Governance submitted an IIO report on the leakage of third-party data
- SECoC requested matters to be escalated to the relevant structure to address including the safety measures implementation at the laboratories and the implementation of an IT system for the Unisa Ombudsman
- For the sustainability statement please see page 87

## Attendance for the year under review

Date	17 April	24 May	01 Aug	28 Aug	Number of meetings attended
Ms T Wentzel-du Toit	√	√	√	√	4/4
Professor MS Makhanya	√	√	√	√	4/4
Mr L Tlhabanelo	√	√	√	√	4/4
Professor AS Magwaza	√	√	x	x	2/4
Mr S Mhlungu	√	x	√	√	3/4
Adv EK Tsatsi	x	x	x	x	0/4
Mr OM Galane	x	x	x	x	0/4
Mr S Zulu	x	x	x	x	0/4
Dr DC Mamphiswana	-	x	√	x	1/3
Ms BL Mapongwana	-	-	-	√	1/1
Mr W Mazhetese	x	x	x	x	0/4
Mr B Ngcaweni	-	-	-	√	1/1

**Tick:** Attended, **Cross:** No attendance, **Dash:** Not yet a member

# REPORT ON INTERNAL **ADMINISTRATIVE** CONTROLS

Unisa has a system of internal control for governance, administrative and operational activities. The objective of the system of internal control is to ensure that objectives are achieved while risks are mitigated through adequate and effective controls and opportunities are explored.

It is important to note that there are inherent limitations to a system of internal control. These limitations impact on the system's effectiveness, even though it may be adequate in terms of the design. Human interaction with and intervention in the system of internal control can potentially result in deficiencies. As a consequence, the design of the controls may sometimes be found to be inadequate, genuine errors may occur, or there can be an override of the controls. In this context, a system of internal control only provides reasonable assurance that risks are adequately and effectively mitigated.

The university's management is responsible for the system of internal control. The university also has various line functions that, in terms of the university's adopted Integrated Assurance Framework, serve as a second line of defence.

## **INTERNAL AUDIT**

The university has an established in-house Internal Audit Department (IAD) which functionally reports to the Audit and Enterprise Risk Management Committee of Council (AERMCoC) and administratively to the Principal and Vice Chancellor. Furthermore, the Chief Audit Executive has unrestricted access to the Chairperson of the AERMCoC.

The department constitutes a third line of defence in terms of the Integrated Assurance Framework. In order to supplement its resources, a co-sourced internal audit service provider is also used.

The Internal Audit Department operates according to the International Professional Practices Framework for Internal Auditors (Standards) as promulgated by the Institute of Internal Auditors (IIA). The department supports the university in achieving its objectives through applying a systematic, disciplined approach to assess the adequacy and effectiveness of governance, risk management and control processes, and to make recommendations for improvement.

The internal audit engagements executed or commissioned by the department cover a wide range of assurance and consulting activities. These internal audit engagements are consulted with management and authorised annually in advanced by the AERMCoC. Best practice guides and frameworks are used during the reviews and assessments. Any observations made during the engagement execution phase are discussed and agreed with management who then prepare mitigation action plans with implementation dates to address any root causes of the deviations.

The department follows up and monitors the disposition of the agreed management action plans within a specified time frame. The final internal audit reports are also availed to the Enterprise Risk Management Department in accordance with the Integrated Assurance Framework.

## **INTEGRATED ASSURANCE**

According to the King IV Principle 15 on assurance, the governing body should ensure that assurance services and functions enable an effective control environment, and that these support the integrity of information for internal decision-making and of the organisation's external reports.

AERMCoC oversees and is responsible for ensuring that there is an effective combined assurance model.

The university's integrated assurance model and process were introduced in 2015 and have since evolved towards integrated assurance. Work is ongoing to ensure that the integrated assurance process is supported through and/or by effective risk management practices, up-to-date process maps, improved assurance reporting to the governance structures and operationalisation at functional and process levels. In this regard, Internal Audit, External Audit, Enterprise Risk Management and Line Management have regular interactions to ensure coordination and avoid duplication.

The AERMCoC serves as the fifth line of defence and is ultimately accountable to Council to ensure that the process is optimised. As prescribed by the IIA Standard 2050 – Coordination and Reliance, the Internal Audit Department shares information, coordinates activities, and where appropriate relies on the work of other internal and external assurance and consulting service providers to ensure proper coverage and minimise duplication of efforts.

The responsibility for the performance of the statutory audit remains that of the external auditors and the preparation of the financial statements is the responsibility of management.

From a risk perspective, cybercrime, protection of personal information, stability of IT systems, integrity of management information as well as student and labour unrests are all factors that have been identified as having a potential negative impact on the university's operations and these are receiving attention. Other operational challenges identified through audit observations include the effectiveness of business continuity, systems integration, project management capacity, skills and competencies, consequence management, clear delegation and segregation of operational and oversight responsibilities, higher education funding policy uncertainty and other external social and political pressures.

It is worth noting that even in the midst of all the challenges highlighted above, the university was able to achieve an unqualified audit opinion since 2016 and the impetus to maintain the status quo was continued in 2019.

## **WORK PERFORMED BY INTERNAL AUDIT**

The 2019 approved internal audit coverage plan consisted of 97 engagements (2018: 82) categorised as assurance, consulting, routine and follow-up engagements. These were further classified as operational, financial, information systems, regional visits, governance and compliance reviews. The initial AERMCoC-approved plan was for 76 of these, however, Internal Audit added more projects during the year, bringing this total to 97.

As part of the value-added services, the department offered a regional internal audit roadshow which included internal control and anti-fraud awareness training to students and staff at the Durban, Cape Town, East London, Polokwane, Rustenburg, Daveyton, Florida, SBL and other regional offices.

The Internal Audit Department conducted eight anti-fraud and corruption awareness presentations to the following regions and departments:

- SBL
- Ekurhuleni Regional Centre
- College of Graduate Studies
- CSET
- East London Regional Centre
- Finance Department
- College of Law
- Internal Audit

An awareness campaign on examination irregularities was also conducted at an SRC workshop.

A whistle-blowers hotline is in place. Two investigation registers are kept, one for the hotline and one for management requests/ad-hoc.

There were 316 hotline complaints carried forward on the leakage of exam papers and the matter is in an advanced stage of being investigated by the SAPS.

Period	Hotline	Ad hoc	Total
<b>2019</b>			
Cases brought forward from previous year	0	5	5
Cases reported	366	15	381
Cases investigated/referred to management for action	50	15	65
Cases carried forward	316	5	321

During 2019, an independent quality review of the internal audit division was conducted by the Institute of Internal Auditors which resulted in a “generally comply” outcome.

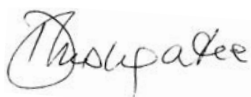
Based on the audit work done in 2019, the Internal Audit Department’s overall assessment of the university’s system of internal control still remains as “partially effective”.

Internal audit and external audit activities as well as management’s response to audit observations and recommendations fall within the oversight scope of the AERMCoC. The committee receives quarterly reports of audit observations, recommendations and agreed management actions.

The system of internal control in relation to the criteria for effective control over financial reporting as described in the policies and procedures was assessed by the university for the period ended 31 December 2019. The internal and external audit observations form the basis of this assessment.

The university acknowledges that, as at 31 December 2019, its systems of internal control over its operational environment, information reporting and the safeguarding of assets against misappropriation and unauthorised use or disposal still require attention and improvement in order to meet the set criteria.

The AERMCoC reviewed the report on internal administrative and operational structures and controls in the year under review at its meeting of 17 August 2020. The AERMCoC monitors the significant and repeat findings that are reported by the auditors on a quarterly basis and emphasised the move towards more effective risk management, governance and control processes. The meeting was quorate and the documentation for approval by the committee was circulated with the meeting agenda in advance with due notice.



Ms DD Mokgatle  
Chairperson: AERMCoC



Mr XB Lingani  
Chief Audit Executive

# RISK MANAGEMENT



Risk management is part of Unisa's strategy to promote accountability through good governance and institutional practices. Through its policy statement, Unisa expresses its commitment to making risk management principles and practices part of its institutional culture, governance and accountability arrangements, planning, reporting, performance review and processes of business transformation and improvement.

Unisa's risk management framework consists of the risk management policy and risk management procedures. These are reviewed, updated and approved by Council every two years. The ERM framework provides the necessary foundation and organisational arrangements for managing risk across the university.

The management of risk is critical to the university's long-term success and ability to deliver its strategy. It therefore actively supports effective risk management and considers the responsibility for identification, assessment and management of risk (opportunities as well as threats) to be a responsibility of all staff members.

The risk management process is cascaded down through the university supported by the risk management governance structures.

An automated risk management system that provides for the consistent capture of risk information, the ability to view risks in real-time across the university and produce aggregate data is still to be procured. We are currently at tender working committee stage and hope to finalise the procurement process by the end of the year.

## RISK IDENTIFICATION, MONITORING AND REPORTING

In 2019, Unisa embarked on a review of its set of key risks and its approach to risk management. This took place in consultation with the university's senior leadership team and with support staff.

The strategic and portfolio risk registers are maintained and used to assess and monitor the principal strategic threats and opportunities for the university. These are reported and discussed at regular meetings such as the management committee, the risk management committee, the risk subcommittee of audit and enterprise risk management committee of council (AERMCoC) and the Unisa Council. In all areas of the university, risks are actively managed as appropriate to their significance.

Members of AERMCoC and their qualifications are set out on page 129. Meeting attendance at AERMCoC are set out on page 130.

In its commitment to deepening the risk-awareness culture and strengthening governance within the industry and organisations aimed at raising risk awareness, Unisa hosted the 2019 Chapter under the theme, "Disruption at the Base of the Pyramid – (therein) Unfolds a Paradox". This is an annual risk management event under the banner of strategic leadership conversations on higher education. This event was attended by delegates from various industries in the public and private sector, with speakers including Professor Marvin King, Adv Willy Hofmeyer and Professor Adam Habib. Unisa has run the event for three years and we thought it prudent to rotate with our sister institutions from the higher education sector. Therefore, the Durban University of Technology will be hosting it in 2020.

## RISK APPETITE AND TOLERANCE

The risk appetite and tolerance framework was developed and approved during the financial period. The establishment of the statement on risk appetite and tolerance is intended to guide management and staff in their actions and to direct decisions regarding the acceptability of specific risks.

The Council holds accountability for the formulation and adoption of the university's risk appetite as a key component of the risk management process.

The risk appetite and tolerance framework enables decisions of a strategic or tactical nature to be informed by a clear understanding of risk appetite. Where risks exceed risk appetite they will be escalated for decision-making. The framework will be reviewed and updated annually. On an annual basis, the University Council will approve its risk appetite across a framework of risk categories.

**The university makes use of the following risk appetite rating scales and thresholds:**

Risk appetite level	Description
Zero-tolerance	The university does not condone any deliberate risk-taking actions in this area. The university is unwilling to accept any risk for the pursuit of value
Averse	The university is not willing to accept risks in most circumstances that may result in reputation damage, financial loss or exposure, major breakdown in information systems or information integrity, significant incidents of regulatory non-compliance, and potential risk of injury to staff
Prudent	The university is willing to accept some risks in certain circumstances that may result in reputation damage, financial loss or exposure, major breakdown in information systems or information integrity, significant incidents of regulatory non-compliance, and potential risk of injury to staff
Aggressive	The university accepts opportunities and risks that have an inherent high risk that may result in reputation damage, financial loss or exposure, major breakdown in information systems or information integrity, significant incidents of regulatory non-compliance, and potential risk of injury to staff

**INSTITUTIONAL RISK MATURITY**

Unisa engaged in a process of assessing the institutional risk maturity during the year using the Attribute Based-Based Maturity Model (BMM).

Through identifying the levels of maturity of the different components of risk management, we are able to determine where to focus our efforts and resources and drive continual improvement to build risk management to a maturity level which we believe is appropriate to our university and its strategy, our industry and the external environment, our internal environment and risk profile and to what senior management has committed.

The categories or elements that were assessed are:

- Control environment
- Strategic planning
- Organisational performance management
- Organisational sustainability
- Risk Identification and assessment
- Risk mitigation and control
- Monitoring and communication

Within these categories there were attributable statements that were assessed as well as sub-attributes to give us the overall institutional ranking or level. Out of a scale of six, the outcome of the assessment was that Unisa is at level four, this is the implementation level. A prioritised and time-sequenced three-year risk strategy and improvement plan based on the outcome of the risk maturity self-assessment has been developed for implementation commencing from 2020.



The following table summarises the risk maturity outcomes by the component areas as mentioned above:

Attribute statements	Improvement plan	Status
<b>A: Control environment</b>		
The weighting score was 20% and assessment score 16,05%	Risk management focus/deliberation	Improvement needed
	Monitoring of risk policy compliance	Moderate improvement needed
	Risk culture	Improvement needed
	Ethics and values	Moderate improvement needed
	Breach and consequence management	Improvement needed
	Risk culture and performance management	Improvement needed
	Risk appetite determination	Improvement needed
	Communication and entrenchment	Improvement needed
	Risk appetite monitoring and reporting	Improvement needed
	Risk tolerance threshold determination	Improvement needed
	Communication of risk tolerance limits	Improvement needed
	Risk tolerance monitoring and reporting	Improvement needed
	Objective-based risk strategy development	Moderate improvement needed
	Building organisational capability to support	Improvement needed
Re-assessment and plan adjustment	Moderate improvement needed	
<b>B: Strategic planning integration</b>		
The weighting score was 10% and assessment score 4,60%	Risk-return analysis in strategic planning	Improvement needed
	Risk-based approval of programmes and projects	Improvement needed
	Consideration of risk appetite in planning	Improvement needed
	Implementation of contingency plans to address performance environment uncertainties	Improvement needed
<b>C: Organisational performance management</b>		
The weighting score was 15% and assessment score 6,00%	Alignment of key performance and key risk indicators for monitoring purposes	Improvement needed
	Integrated monitoring of performance and risk	Improvement needed
	Integrated performance and risk reporting to the Governing Authority	Improvement needed
	Performance target risk adjustment	Improvement needed
	Risk-adjusted performance target monitoring and reporting	Improvement needed
	Relative weighting of risk management in performance management model	Improvement needed
	Integrating risk into the performance management process	Moderate improvement needed
	Integrating risk into third-party contracts	Improvement needed
<b>D: Organisational sustainability</b>		
The weighting score was 15% and assessment score 8,70%.	Sustainability management plan	Improvement needed
	Risk assessment for sustainability management	Improvement needed
	Business continuity accountability	Improvement needed
	Business impact analysis	Improvement needed
	Records management	Improvement needed
	Crisis and disaster management planning	Improvement needed
	Contingency facilities planning	Improvement needed
	Resourcing and contracting for implementation	Improvement needed
	Business continuity plan communication	Improvement needed
	Training programme	Improvement needed

Attribute statements	Improvement plan	Status
	Plan monitoring and testing	Improvement needed
	Third-party plan integration	Improvement needed
<b>E: Risk identification and assessment</b>		
	Fraud risk identification, assessment and prioritisation	Improvement needed
	Key risk identification determination	Improvement needed
	Risk opportunity framework	Improvement needed
	Risk opportunity assessment	Improvement needed
	Risk opportunity evaluation	Improvement needed
<b>F: Risk mitigation and control</b>		
The weighting score was 15% and assessment score 11,75%	Financial quantification of cost of risk mitigation	Improvement needed
	Approval for the funding of risk mitigation activities	Moderate improvement needed
	Value realization from the financing of risk mitigation activities	Improvement needed
	Integration of internal audit with risk management	Moderate improvement needed
	Implementation of internal audit recommendations	Improvement needed
<b>G: Monitoring and communication</b>		
The weighting score was 15% and assessment score 2,95%	Formalisation of a combined assurance model	Improvement needed
	Implementation of combined assurance activities and standards	Improvement needed
	Combined assurance monitoring and reporting	Improvement needed
	Assessment of risk management effectiveness	Improvement needed
	Reporting of risk effectiveness to the Governing Authority	Improvement needed
	Incident management process	Improvement needed
	Escalation channels of incidents	Moderate improvement needed
	Stakeholder integration for incident management	Moderate improvement needed
	Automation and enablement of incident management	Improvement needed
	Automated notifications and alerts	Improvement needed
	Root-cause analysis and control optimisation	Improvement needed

## RISK OVERSIGHT

The university's management of risk focuses on decreasing the impact and/or the likelihood of threats being realised and increasing the likelihood and/or impact of opportunities being realised.

### Critical strategic risks being actively managed through our strategic planning in no particular order

Risk short name	Inherent risk rating	Residual risk rating	Action taken
<b>Risk STR – 01</b>			
Financial sustainability	<b>16</b>	<b>12</b>	<ul style="list-style-type: none"> <li>Engage with DHET on the new funding framework (budget)</li> <li>Approval and implementation of the pricing strategy</li> <li>Review debtors aging analysis monthly and flag debtors in red zone (revenue management)</li> <li>Review profit sharing for third stream revenue (with reference to short learning programmes)</li> <li>Offer voluntary exit packages to employees where their roles do not exist in the revised structures</li> <li>Alignment of HR cost increases to fee increases</li> <li>Report periodically on wasteful expenditure</li> </ul>

Risk short name	Inherent risk rating	Residual risk rating	Action taken
<b>Risk STR – 02</b>			
Transform into a fully-fledged ODeL	16	16	<ul style="list-style-type: none"> <li>Review mandate of the change management unit (ensuring its focus is on transformation and employment equity)</li> <li>Strengthen communications strategy (ensuring imperative for change and transformation is deeper socialised institutionally)</li> <li>Enhance student access to technology as per 2016-2020 implementation plan</li> <li>Appoint change agents to champion the transformation process (provide consistent and constant communication, timely sensitisation of staff)</li> <li>Multi-stakeholder integrated delivery strategy (subject to periodic review)</li> </ul>
<b>Risk STR – 03</b>			
Inadequate information governance	16	9	<ul style="list-style-type: none"> <li>Initiate an information security awareness campaign that includes a monthly web application vulnerability testing, an encryption strategy that is aligned with Unisa information management</li> <li>Investigation solutions for digital preservation</li> <li>Undertake planning and budgeting for security measures for digitisation equipment</li> <li>Implement a security operations centre (SOC) through approved Strategic Adaptive Procurement Model (SAPM)</li> </ul>
<b>Risk STR – 04</b>			
Loss of accreditation for academic offerings	12	8	<ul style="list-style-type: none"> <li>Encrypt all information classified as sensitive</li> <li>Develop specific strategy that speaks directly to ODeL including targets for milestones and deadlines</li> </ul>
<b>Risk STR – 05</b>			
Ineffective reputation management (weakening pedigree)	16	16	<ul style="list-style-type: none"> <li>Carry out an impact assessment/analysis on students post-graduation</li> <li>Deploy a market survey of potential employers' perception of students from Unisa</li> <li>Carry out market survey/benchmarking to identify the expertise gap in the market</li> <li>Consider what the university can offer to close the gap while creating extra income (where possible)</li> <li>Seek legal advice on protection from copyright infringement of the university's intellectual property (IP)</li> <li>Develop an emergency negative media response plan</li> </ul>
<b>Risk STR – 06</b>			
Inadequate occupational health & safety measures	16	12	<ul style="list-style-type: none"> <li>Conduct awareness on the OHS responsibilities (obtain staff buy-in to participate in the emergency evacuation plan drills at least once a year)</li> <li>Establish the baseline risk assessment HIRA (Hazard Identification and Risk Management)</li> <li>Establishment of safety committees in all regions</li> </ul>
<b>Risk STR – 07</b>			
Ineffective organisational governance	16	9	<ul style="list-style-type: none"> <li>Implement consequence management for ethical breach incidents in line with institutional policies</li> <li>Review and update the conflict-of-interest processes and reporting</li> <li>Review key business processes alongside the institution's strategic vision and ensure alignment</li> <li>Involve staff in the creation of the Institution's strategic and long-term vision</li> </ul>

Risk short name	Inherent risk rating	Residual risk rating	Action taken
<b>Risk STR – 08</b>			
Inability to fully comply with domestic law requirements	<b>16</b>	<b>16</b>	<ul style="list-style-type: none"> <li>• Improve ethical conduct through stakeholder engagement and awareness (cultural assessment)</li> <li>• Ensure adequate contractual terms development of contractual checklist</li> <li>• Ensure that OHS committees hold meetings regularly and perform their functions, as required by section 20(4) of the OHS Act</li> <li>• Have all health and safety representatives designated in writing and provided training in terms of sections 17(1) and 18(3) of the OHS Act, respectively</li> <li>• Monitor the implementation of the university's employment equity plan (EEP)</li> </ul>
<b>Risk STR – 09</b>			
Inability to fully comply with international law requirements	<b>16</b>	<b>16</b>	<ul style="list-style-type: none"> <li>• Inclusion of protective clauses during contracting</li> <li>• Advisory on legal system per country</li> <li>• Review and update all policies</li> <li>• Alignment to specific multilateral bodies (WTO, SADEC, UN, etc.)</li> </ul>
<b>Risk STR – 10</b>			
Inadequate business continuity management measures	<b>16</b>	<b>16</b>	<ul style="list-style-type: none"> <li>• Review and update the BCM policy, framework and strategy</li> <li>• Operationalisation of the Strike Contingency Management Plan</li> <li>• Development of the Strike BCM Communication Strategy</li> </ul>

## RISK MITIGATION/ACTION/TREATMENT PLANS AND MONITORING

As an extension of the risk register, the action plan specifies the response strategy controls in detail, assigning action owners to ensure the responses are managed, monitored and reported.

Action plans are identified for each risk once the risk has been assessed, prioritised and response strategy determined as guided by the standards of best practice and the approved ERM Framework. The process at Unisa considers the following:

### Response priorities

Understand the impact on other activities and availability of resources.

### Assign action owners

To ensure individual or multiple risk responses are implemented.

### Prepare a schedule

Timeline to implement actions (agreed with action owner).

### Action plan monitoring

To ensure that the responses are managed, monitored and reported.

# COMPLIANCE REPORT

Council is ultimately accountable for compliance with regulatory requirements and has delegated the responsibility to facilitate compliance to the Directorate: Compliance. To effect this, Council approved the Compliance Policy and Compliance Framework.

AERMCoC is a subcommittee of Council tasked with the responsibility for oversight on risk management at the university. They approve the annual compliance coverage plan. It monitors the execution of the annual compliance coverage plan through the quarterly compliance reports that the Directorate: Compliance submits which are a standing item on the agenda of the AERMCoC. It is through these quarterly reports that the Directorate: Compliance provides assurance to AERMCoC on the university's compliance with regulatory requirements applicable to its business.

## KEY COMPLIANCE FOCUS AREAS FOR 2019

The 2019 compliance coverage plan prioritised monitoring compliance with the following regulatory requirements:

- Value-Added Tax Act, 1991
- Income Tax Act, 1962
- Occupational Health and Safety Act, 1993
- Hazardous Substances Act, 1973
- Protection of Personal Information Act, 2016
- Employment Equity Act, 1998
- Consumer Protection Act, 2008
- Protected Disclosures Act, 2000
- Intellectual Property Rights from Publicly Funded Research and Development Act, 2008
- National Health Act, 2003
- Companies Act, 2008

To supplement the compliance monitoring programme alluded to above, the Directorate: Compliance monitored that the university met its reporting obligations during the financial year to different regulators through the regulatory reporting register. This is conducted on a monthly basis and consolidated quarterly for reporting to MANCOM and the AERMCoC.

## THE OUTCOME OF EXECUTION OF THE 2019 COMPLIANCE COVERAGE PLAN

In the execution of the 2019 compliance coverage plan, the following observations were made:

- The university continues to struggle with compliance with the requirements of the Occupational Health and Safety Act, 1993 "the OHS Act". This is largely due to the age of particular buildings. Another element are the human factors as a consequence of the poor risk culture within the university. The work of the occupational health and safety committees could still be improved to help the university comply with its responsibilities in terms of the OHS Act. There is a move in place to review the occupational health and safety policy of the university to address the structural issues pertaining to occupational health and safety. This will help clarify the roles and responsibilities to enable compliance with the OHS Act
- In 2016, the university launched a project to address the issue of gas storage facilities at the Science Campus in Florida, Johannesburg. By the end of the 2019 financial year, the project had not been finalised and is ongoing

As far as the regulatory reporting register is concerned, the university met all its reporting obligations for the 2019 financial year, except for the late submission of a report to the Department of Higher Education and Training in terms of section 41(2) of the Higher Education Act, 1997, and the directives for external auditing of students, staff and academic programmes data. The report was due by 31 October 2019 and was submitted late with permission from the Department of Higher Education and Training.

## MONITORING THE REGULATORY ENVIRONMENT

The following regulatory developments were noted in 2019:

- Labour Relations Amendment Act, No. 8 of 2018, came into effect 1 January 2019
- Labour Laws Amendment Act, No. 10 of 2018, came into effect on 2 January 2019
- Public Audit Amendment Act, No. 5 of 2018, came into effect on 1 April 2019
- National Research Foundation Amendment Act, No. 19 of 2019, assented to by the President on 6 May 2019. It will come into effect on proclamation by the President in the Government Gazette
- Competition Amendment Act, No. 18 of 2018, came into effect 12 July 2019
- National Qualifications Framework Amendment Act, No. 12 of 2019, was assented to by the President as law of the Republic on 19 August 2019. It will come into effect on proclamation by the President in the Government Gazette
- Protection, Promotion, Development and Management of Indigenous Knowledge Act, No. 6 of 2019, signed into law by the President on 19 August 2019. It will come into effect on proclamation by the President in the Government Gazette

The analysis of the impact of these regulatory developments on the university has been conducted and communicated to the Unisa community with recommended actions in preparation for the coming into effect of these regulatory requirements and developments. The required updates to the Unisa compliance universe were effected accordingly.

## PLANNED AREAS OF FUTURE FOCUS

The 2019 compliance coverage plan was approved by AERMCoC in November 2019. The major element of the plan is to monitor compliance with the following regulatory requirements:

- Competition Act, No. 89 of 1998
- Consumer Protection Act, No. 68 of 2008
- Employment Services Act, No. 4 of 2014
- Hazardous Substances Act, No. 15 of 1973
- Immigration Act, 2002
- Income Tax Act, No. 58 of 1962
- National Environmental Management: Waste Act, No. 59 of 2008
- National Student Financial Aid Scheme Act, No. 56 of 1999
- Occupational Health and Safety Act, No. 85 of 1993
- Protection of Personal Information Act, No. 4 of 2013
- Public Audit Act, No. 25 of 2004
- Skills Development Levies Act, 1999
- Tobacco Products Control Act, No. 83 of 1993
- Unemployment Insurance Funds Act, 2001
- Value-Added Tax Act, No. 89 of 1991

Monitoring of compliance with the reporting obligations of the university will continue to form part of the university's compliance monitoring programme and the outcome of this process will be reported to management and AERMCoC.

## PENALTIES, SANCTIONS OR FINES

The university was penalised to the extent of R60 129.62 for the late payment of a VAT liability for the month of June 2019, which was payable by 31 July 2019. No other regulatory penalties, sanctions or fines were imposed on Unisa, or on any of the members of its Council or officers, in 2019 due to non-compliance with any other regulatory requirement.

## MONITORING AND INSPECTIONS BY ENVIRONMENTAL REGULATORS

The university was not subjected to any monitoring and inspections by environmental regulators during the reporting period. Therefore, the university has no findings against it emanating from non-compliance with environmental laws, or criminal sanctions and prosecutions.

# INSTITUTIONAL FORUM REPORT

The Institutional Forum (IF) plays an advisory role to Council and is representative of the various institutional constituencies. As part of the regulatory requirements for governance within the higher education sector and, in particular, for universities in South Africa, the IF is one of the core structures and elements in the organisational and governance processes and systems of Unisa. As reflected in its composition set out below, in the IF, equal participation and engagement entail inter alia representation from Unisa Council, Senate, the SRC, Management, labour, academic and support and administrative staff.

## COMPOSITION OF THE IF

- Two members of senior management: Dr P E Mokgobu; the second position was vacant
- The registrar: Dr Goolam/Professor A P Phillips
- The Dean of Students: Dr JS Chalufu/Ms MC Masalesa
- The Executive Director: Tuition and Facilitation of Learning: Professor EO Mashile
- One Council member, who is neither an employee nor a student of the university, elected by Council: Mr S Lebeso
- Two members of the Senate, elected by the Senate: Professor E B Farisani and Professor RS Tshaka
- Two permanent academic employees elected by such employees: Vacant
- Two permanent employees other than academic employees elected by such employees: None
- Two students from the Students' Representative Council (SRC), elected by the SRC: Ms Z Majambe and Mr X Nyirenda.
- Two members nominated by each of the two sufficiently representative employee organisations: Ms S Malema and Mr J Jonker (APSA) and Ms T Msabala and Mr L Hontoti (NEHAWU)
- Advisor: Dr J J Baloyi
- One external member recommended by the Management Committee and approved by Council: Vacant
- One or more members co-opted by the IF to assist in any project(s): None

## GOVERNANCE

As part of the regulatory requirements for governance within the higher education (HE) sector and, in particular, for universities in South Africa such as Unisa, the IF is one of the core structures and elements in the organisational and governance processes and systems of the university.

The Higher Education Amendment Act was passed with various aims in mind, including the determination of transformation goals for the public HE system and the appropriate mechanisms for issuing directives for HE. This was critical to Unisa, which has been battling with issues of transformation and the role of governing structures such as the IF. In this regard, the Act states that "Council must consider the advice of the Institutional Forum and provide reasons if advice is not accepted".

A fundamental and often unnoticed aspect of the IF is its construction as an inclusive governance structure in which varied and comprehensive representations find expression and are ascertained. As reflected in its composition set out above, in the IF, equal participation and engagement entail inter alia representation from Unisa Council, Senate, the SRC, Management, labour, academic and support and administrative staff.

## MEETINGS AND ADVICE SOUGHT BY AND GIVEN TO COUNCIL

During the period under review, the IF held five meetings:

- 26 February 2019
- 28 February 2019
- 24 July 2019
- 05 August 2019
- 05 December 2019

At these meetings the IF performed the following functions in line with the Higher Education Act, 1997 (No. 101 of 1997):

### **Race and gender equity policies**

The Institutional Forum met on 26 February 2019 to deliberate on a report by the South African Human Rights Commission's investigative hearing on the allegations of racial tension and harassment at Unisa. The IF made several recommendations amongst others, on the following matters:

- Accountability of management
- HR policies and the establishment of a diversity and transformation fund
- Enhanced oversight of the EE Office
- Policy on racism and racial harassment
- Review of current governance models at Unisa and the resolution of disputes and dealing with protest action
- Establishment of a Centre for Human Rights

Although these recommendations related to the IF's function of race and gender equity policies it also focused on the other role of the IF, namely, fostering an institutional culture which promotes tolerance and respect for fundamental human rights and creates an appropriate enabling environment for teaching, research and learning, or both.

### **The selection of candidates for senior management positions**

Two of the Institutional Forum members are on the selection committee for the appointment of the new Principal and Vice Chancellor. In line with the Institutional Statute, it was expected that the outcome of the appointment process would still be submitted to the Institutional Forum for consideration and advice to the University Council.

One of the roles of the Forum is to perform any functions as determined by Council. Council has requested the Institutional Forum to nominate members on the selection committee for the appointment of the Principal and Vice Chancellor in line with the institutional statute.

## **CONTRIBUTION TO PRESERVING AND IMPROVING THE COMPETENCIES, SKILLS, CAPABILITIES AND EXPERIENCE OF UNISA'S STAFF**

IF participates in selection committees for the filling of the positions of the Principal and Vice Chancellor. The IF also participated in workshops of both the Audit and Enterprise Risk Management Committee of Council and the HR Committee of Council as well as contributing to a discussion on both the ACHRAM model and the plight of staff members who were employed after the merger as they will have no medical aid cover on their retirement, when they are most likely to need medical care.

Further, the IF participated in a discussion on current Executive Deans' Appointment Criteria and offered its advice to both Senate and Council.

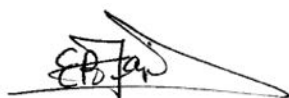
The IF has participated in several committees including the Senate, Social and Ethics Committee of Council, Institutional Employment Equity Forum.

## **COMMUNITY AND STAKEHOLDER ENGAGEMENT**

As reflected in IF's composition as an inclusive governance structure, equal participation and engagement entail inter alia representation from Unisa Council, Senate, the SRC, Management, labour, academic and support and administrative staff.

## **PERFORMING SUCH FUNCTIONS AS DETERMINED BY COUNCIL**

Council has not referred any matter for IF consideration, other than the functions stipulated in the Institutional Statute and the Higher Education Act in the year under review.



Professor EB Farisani  
Chairperson: Institutional Forum





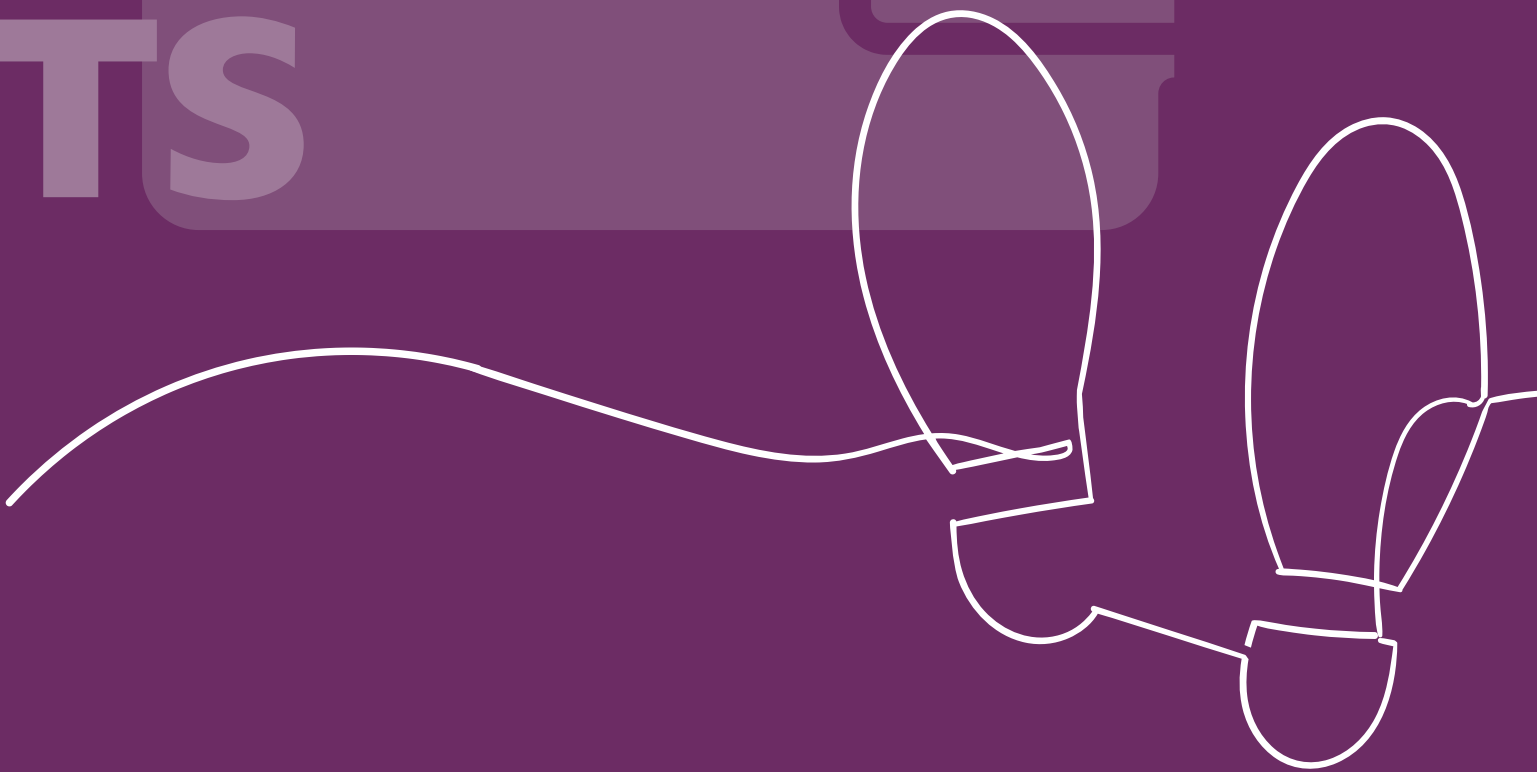
Unisa Muckleneuk Campus, Tshwane



# CONSOLIDATED ANNUAL FINANCIAL STATEMENTS

**“Unisa’s philosophy and goals as set out in this report reflect Unisa’s unequivocal commitment to quality and define its imperatives for sustainable change and development.”**

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# STATEMENT OF RESPONSIBILITY BY COUNCIL

## FOR THE YEAR ENDED 31 DECEMBER 2019

The Council is responsible for the preparation, integrity and fair presentation of the consolidated financial statements of the University of South Africa.

The consolidated financial statements presented on pages 152 to 205 for the financial year ended 31 December 2019, have been prepared in accordance with International Financial Reporting Standards, regulations for Annual Reporting by Higher Education Institutions and in the manner required by the Minister of Education in terms of section 41 of the Higher Education Act, 1997 (Act No. 101 of 1997), as amended, and include amounts based on judgements and estimates made by the management. The Council has also prepared other information as required to be included in this Annual Report and is responsible for both its accuracy and consistency with the consolidated financial statements.

The Council's responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of these financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

The Council's responsibility also includes maintaining adequate accounting records and an effective system of risk management.

The going concern basis has been adopted in the preparation of the consolidated financial statements. Council has no reason to believe that the University of South Africa will not be a going concern in the foreseeable future based on forecasts and available cash resources. The viability of the institution is supported by the content of the consolidated financial statements.

The consolidated financial statements have been audited by the auditors Ernst & Young Inc., who have been given unrestricted access to all financial records and related data, including minutes of meetings of the Council and all its committees. Council believes that all representations made to the independent auditors during their audit were valid and appropriate.

### APPROVAL OF THE CONSOLIDATED FINANCIAL STATEMENTS

The consolidated financial statements on pages 152 to 205 were approved by the Council on 25 August 2020 and signed on its behalf by:



Mr AS Simelane  
Chairperson: Unisa Council



Prof. MS Makhanya  
Principal and Vice-Chancellor



Mr TG Ramasike  
Chairperson: Finance, Investment and  
Estates Committee of Council



Ms R Mathura CA(SA)  
Vice-Principal Finance/  
Chief Financial Officer



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## **INDEPENDENT AUDITOR'S REPORT TO THE MINISTER OF HIGHER EDUCATION SCIENCE AND INNOVATION AND THE COUNCIL ON THE UNIVERSITY OF SOUTH AFRICA**

### **REPORT ON THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS**

#### **Unqualified Opinion**

We have audited the consolidated financial statements of the University of South Africa and its subsidiaries (University) set out on pages 152 to 205, which comprise the consolidated statement of financial position as at 31 December 2019 and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity 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.

In our opinion the consolidated financial statements present fairly, in all material respects, the consolidated financial position of the University as at 31 December 2019 and its consolidated financial performance and consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act of South Africa, 1997 (Act no. 101 of 1997) (HEA).

#### **Basis for Opinion**

We conducted our audit in accordance with 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 sections 290 and 291 of the Independent Regulatory Board for Auditors' Code of Professional Conduct of Registered Auditors (Revised January 2018), parts 1 and 3 of the Independent Regulatory Board of Auditors' Code of Professional Conduct for Registered Auditors (Revised November 2018) (together the IRBA Codes) and other independence requirements applicable to performing audits of the financial statements in South Africa. We have fulfilled our other ethical responsibilities, as applicable, in accordance with the IRBA Codes and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Codes are consistent with the corresponding sections of the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) respectively.

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

#### **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 International Financial Reporting Standards and the requirements of the HEA and for such internal control as the Council determines is necessary to enable the preparation of 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's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the Council either intends to liquidate the University or to cease operations, or has no realistic alternative but to do so.

#### **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 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 financial statements is included in the annexure to the auditor's report. This description, which is located at page 151, forms part of our auditor's report.

## REPORT ON THE AUDIT OF THE ANNUAL PERFORMANCE REPORT

### Introduction and scope

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

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 did not examine whether the actions taken by the University enabled and contributed to the achievement of service delivery outcomes as planned. Our procedures also did not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, our findings do not extend to these matters.

We evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected objectives presented in the annual performance report of the University for the year ended 31 December 2019:

Objectives	Pages in the integrated report
Strategic Target 2: A leading participant in and producer of research and innovative solutions in identified niche areas, with particular focus on identifying African solutions and global responses to African/ continental strategic focus areas and concerns.	216 – 217

We performed procedures to determine whether the reported performance information 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 raise any material findings on the usefulness and reliability of the reported performance information for the selected objectives.

### Other matter

We draw attention to the matter below.

#### Achievement of planned targets

Refer to the integrated report on pages 207 to 227 for information on the achievement of the planned targets for the year.

## REPORT ON AUDIT OF COMPLIANCE WITH LEGISLATION

### Introduction and scope

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

The material findings on compliance with specific matters in key legislation are as follows:

#### *Strategic planning and performance management*

- The institution did not submit an annual performance plan that includes appropriate mid-year performance indicators to the Department of Higher Education and Training as required by paragraph 5(2)(e) of the Regulations for Reporting by Public Higher Education Institutions (RRPHEI).
- The institution's annual performance plan was not consistent with and aligned to the strategic goals and objectives in the strategic plan as required by paragraph 5(2)(a) of the Regulations for Reporting by Public Higher Education Institutions. The inconsistency related to the fact that the institution's annual performance plan did not include all key performance indicators that were included in the strategic plan as required by paragraph 2(2)(b) of the RRPHEI as read with paragraphs 4(3); 5(2)(a) and 5(2)(d) of the RRPHEI.

## Other information

The Council is responsible for the other information. The other information comprises the information included in the integrated report which includes the Report from the Chairperson of the council; Report of the Vice-Chancellor; Report of the Chief Financial Officer; Council statement on sustainability; Council statement on governance; Transformation; Risk management; Report on internal and administrative controls; Academic report; Institutional forum report and Audit and Enterprise Risk Management Committee of Council and Compliance report as required by the Regulations for Reporting by Public Higher Education Institutions. The other information does not include the consolidated financial statements, the auditor's report thereon and those selected objectives presented in the annual performance report that have been specifically reported on in this auditor's report.

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

If, based on the work we have performed on the other information obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. 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 legislation. However, our objective was not to express any form of assurance on it. Accordingly, we do not express an opinion or conclusion on these matters.

Matters of internal control considered are limited to significant deficiencies that resulted in a basis for modification of the audit opinion or any material findings on the annual performance report and the material findings on compliance with key legislation included in this report.

Management did not implement adequate compliance monitoring controls to ensure that the preparation of annual planning documents for Council and the DHET are in line with the requirements of the Regulations for Reporting by Public Higher Education Institutions.

## OTHER REPORTS

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

### *Audit-related services*

We conducted six engagements to perform agreed-upon procedures as requested by donors during the year ended 31 December 2019. These engagements were signed off in terms of the entity specific accounting policies and were performed at the request of various entities providing funds to the University and covered periods ranging from 1 January 2019 to 31 December 2019.

Three additional agreed-upon procedure engagements/ special audits as requested by donors during the year ended 31 December 2019 are in progress. The details of these engagements are as follows:


- Engagement to perform agreed-upon procedures in terms of International Standards on Related Services 4400: Engagements to Perform Agreed-Upon Procedures Regarding Financial Information (ISRS 4400) on Student head count enrolments, as required by the DHET for their process to determine the University subsidy for future periods. The report will be finalised by 30 September 2020.
- Engagement to perform agreed-upon procedures in terms of International Standards on Related Services 4400: Engagements to Perform Agreed-Upon Procedures Regarding Financial Information (ISRS 4400) in relation to grant funding provided by the European Union. The report will be finalised by 30 September 2020.
- Audit engagement in accordance with the United States Government Auditing Standards in relation to Compliance with specified requirements relating to the US Federal Direct Student Loan Program as requested by the United States Department of Education. The report will be finalised by 30 September 2020.

*Independent review of the University of South Africa*

An independent Ministerial Task Team (MTT) was appointed to conduct a formal review of the University of South Africa, with a strategic focus on its institutional mandate and scope and analysing its capacity, systems and organisational structure in relation to its mandate and mission as a large distance learning institution in the South African context. The MTT is appointed for a period of six months, starting from 1 July 2020. At the time of this report the Ministerial Review had not yet concluded its activities and the impact of such activities on the university and its consolidated financial statements and annual performance report is unknown.

*Auditor tenure*

We report that Ernst & Young Incorporated has been the auditor of University of South Africa for two years.



**Ernst & Young Inc.**  
**Director: Niel de Leeuw**  
**Registered Auditor**  
**Chartered Accountant (SA)**

31 August 2020



## **ANNEXURE - AUDITOR'S RESPONSIBILITIES 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 objectives 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'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 University 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, actions taken to eliminate threats or safeguards applied.

# CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2019

	Notes	2019 R'000	2018 R'000
<b>ASSETS</b>			
<b>NON-CURRENT ASSETS</b>			
Property, plant and equipment	1	2 308 398	2 518 820
Right of use assets	2	80 194	107 868
Intangible assets	3	55 364	45 853
Investment property	4	1 431	1 488
		<u>2 445 387</u>	<u>2 674 029</u>
<b>CURRENT ASSETS</b>			
Inventories	5	203 204	210 481
Trade and other receivables	6	1 172 198	735 189
Other investments	7	7 664 715	7 169 842
Pension fund asset	11.2	188 155	197 258
Cash and cash equivalents	8	726 809	305 786
		<u>9 955 081</u>	<u>8 618 556</u>
<b>TOTAL ASSETS</b>		<b>12 400 468</b>	<b>11 292 585</b>
<b>EQUITY AND LIABILITIES</b>			
<b>RESTRICTED PPE DISTRIBUTABLE RESERVES</b>			
Held for investment in property, plant and equipment	9	1 573 816	1 547 627
		<u>1 573 816</u>	<u>1 547 627</u>
<b>DISTRIBUTABLE RESERVE</b>			
Unrestricted	9	7 791 451	6 918 954
Restricted	9	34 670	35 426
		<u>7 826 121</u>	<u>6 954 380</u>
<b>TOTAL EQUITY</b>		<b>9 399 937</b>	<b>8 502 007</b>
<b>NON-CURRENT LIABILITIES</b>			
Lease liabilities	10	10 729	35 320
Post-employment medical obligations	11.1	753 451	758 027
Employee benefit liability in respect of pension fund guarantee	11.3	32 915	24 885
Funds administered on behalf of Department of Higher Education and Training	15	46 697	49 091
		<u>843 792</u>	<u>867 323</u>
<b>CURRENT LIABILITIES</b>			
Trade and other payables	13	1 230 495	991 735
Lease liabilities	10	26 246	26 408
Post-employment medical obligations	11.1	63 222	58 560
Accumulated leave liability	12	402 737	358 063
Deferred income	14	264 735	328 746
Student deposits	16	169 304	159 743
		<u>2 156 739</u>	<u>1 923 255</u>
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>12 400 468</b>	<b>11 292 585</b>

# CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 DECEMBER 2019

Notes	Education and General			Student and staff accommodation restricted	2019	2018
	Council controlled unrestricted	Specifically funded activities restricted	Sub Total			
	A	B				
	R'000	R'000	R'000	R'000	R'000	
<b>RECURRENT ITEMS</b>	895 288	(511)	894 777		894 777	107 191
<b>INCOME</b>	8 644 312	18 197	8 662 509		8 662 509	7 338 531
State subsidies and grants	4 103 923		4 103 923		4 103 923	3 512 196
Tuition and other fee income	3 529 693		3 529 693		3 529 693	3 763 305
Income from contracts	19 707		19 707		19 707	36 645
For research	17 622		17 622		17 622	11 994
For other activities	2 085		2 085		2 085	24 651
Sales of goods and services	180 505	347	180 852		180 852	174 451
Private gifts and grants	143 643	17 472	161 115		161 115	158 506
Interest and dividends	420 360	378	420 738		420 738	360 051
Fair value adjustment – other investments	246 481		246 481		246 481	(666 623)
<b>EXPENDITURE</b>	7 749 024	18 708	7 767 732		7 767 732	7 231 340
Personnel costs	5 514 996		5 514 996		5 514 996	5 137 362
Academic & professional	2 465 633		2 465 633		2 465 633	2 373 936
Other personnel	3 049 363		3 049 363		3 049 363	2 763 426
Other current operating expenses	1 825 460	18 260	1 843 720		1 843 720	1 535 106
Loss allowance	68 631		68 631		68 631	228 226
Depreciation and amortisation	333 400	448	333 848		333 848	322 743
Finance costs	6 537		6 537		6 537	7 903
<b>NON-RECURRENT ITEMS</b>	(1 116)		(1 116)		(1 116)	(172)
<b>INCOME</b>	(1 116)	93 486	92 370		92 370	128 752
Special projects DHET		32 449	32 449		32 449	66 489
Loss on disposal of PPE	(1 112)		(1 112)		(1 112)	(141)
Loss on investments	(4)		(4)		(4)	(31)
Teaching and research development		61 037	61 037		61 037	62 435
<b>EXPENDITURE</b>		93 486	93 486		93 486	128 924
Special projects DHET		32 449	32 449		32 449	66 489
Teaching and Research Development		61 037	61 037		61 037	62 435
<b>NET SURPLUS</b>	<b>894 172</b>	<b>(511)</b>	<b>893 661</b>		<b>893 661</b>	<b>107 019</b>
<b>OTHER COMPREHENSIVE INCOME</b>						
Re-measurement gains/(losses) on defined benefit plans not to be recycled to surplus	4 269		4 269		4 269	(53 879)
<b>TOTAL COMPREHENSIVE INCOME</b>	<b>898 441</b>	<b>(511)</b>	<b>897 930</b>		<b>897 930</b>	<b>53 140</b>

# CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 31 DECEMBER 2019

Notes	Operating Funds - unrestricted			Operating Funds – restricted		Property, Plant and Equipment (PPE)					Sub Total C	Total (A+B+C)	
	Accumulated funds Unrestricted	Unrestricted/ designated	Sub Total A	Restricted use funds Residence	Restricted use Funds reserves other	Trust Fund	Sub Total B	Restricted Use	Fixed Asset Fund PPE	Unrestricted Use			
2018	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
<b>Balance as at 01.01.2018</b>	<b>6 280 411</b>	<b>591 352</b>	<b>6 871 763</b>		<b>36 268</b>		<b>36 268</b>	<b>68 179</b>		<b>1 452 559</b>		<b>1 520 738</b>	<b>8 428 769</b>
IFRS 15 Adjustment	20 098		20 098										20 098
Surplus	41 821		41 821		(755)		(755)	5 059		7 015		12 074	53 140
From profit or loss	95 700		95 700		(755)		(755)	5 059		7 015		12 074	107 019
From other comprehensive income	(53 879)		(53 879)										(53 879)
Transfers – Credit	576 455		576 455		(169)		(169)						576 286
Transfers– Debit	169	(591 352)	(591 183)		82		82			14 815		14 815	(576 286)
<b>BALANCE AT 31.12.2018</b>	<b>6 918 954</b>		<b>6 918 954</b>		<b>35 426</b>		<b>35 426</b>	<b>73 238</b>		<b>1 474 389</b>		<b>1 547 627</b>	<b>8 502 007</b>
<b>2019</b>													
<b>Balance as at 01.01.2019</b>	<b>6 918 954</b>		<b>6 918 954</b>		<b>35 426</b>		<b>35 426</b>	<b>73 238</b>		<b>1 474 389</b>		<b>1 547 627</b>	<b>8 502 007</b>
Surplus	885 631		885 631		(563)		(563)	4 875		7 987		12 862	897 930
From profit or loss	881 362		881 362		(563)		(563)	4 875		7 987		12 862	893 661
From other comprehensive income	4 269		4 269										4 269
Transfers – Credit	(259 988)		(259 988)		(373)		(373)						(260 361)
Transfers– Debit	373	246 481	246 854		180		180			13 327		13 327	260 361
<b>BALANCE AT 31.12.2019</b>	<b>7 544 970</b>	<b>246 481</b>	<b>7 791 451</b>		<b>34 670</b>		<b>34 670</b>	<b>78 113</b>		<b>1 495 703</b>		<b>1 573 816</b>	<b>9 399 937</b>

# CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2019

	Note	2019 R'000	2018 R'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Cash generated from operations	25	417 346	636 150
Rental Income	18	8 066	7 310
Interest received	18	294 950	264 280
Dividends received	18	117 722	88 461
Finance cost	21	(6 537)	(7 903)
<b>NET INFLOW FROM OPERATING ACTIVITIES</b>		<b>831 547</b>	<b>988 298</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Acquisition of property, plant and equipment	1	(80 583)	(129 097)
Acquisition of intangible assets	3	(30 396)	(19 920)
Proceeds on disposal of property, plant and equipment		20	1 646
Sale/(Acquisition) of investments		(273 157)	(956 753)
<b>NET OUTFLOW FROM INVESTMENT ACTIVITIES</b>		<b>(384 116)</b>	<b>(1 104 124)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Lease liabilities repaid	10	(26 408)	(26 292)
<b>NET INFLOW FROM FINANCING ACTIVITIES</b>		<b>(26 408)</b>	<b>(26 292)</b>
<b>NET DECREASE IN CASH AND CASH EQUIVALENTS</b>		421 023	(142 118)
<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR</b>		305 786	447 904
<b>CASH AND CASH EQUIVALENTS AT END OF THE YEAR</b>	<b>8</b>	<b>726 809</b>	<b>305 786</b>

# NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2019

## 1 ACCOUNTING POLICIES

The accounting policies set out below have been applied consistently to all periods presented in these consolidated financial statements.

### 1.1 Reporting entity

The University of South Africa is an institution domiciled in South Africa. The consolidated financial statements of the University as at and for the year ended 31 December 2019 comprise the University and entities which the University has the power to control. The basis of consolidation of the consolidated financial statements is set out in point 1.5. The University as an educational institution is primarily involved in tuition, research and community service in South Africa and beyond.

### 1.2 Registered office

Preller Street  
Muckleneuk Ridge  
Pretoria

### 1.3 Statement of compliance

The consolidated financial statements are prepared in accordance and compliance with International Financial Reporting Standards, regulations for annual reporting by Higher Education Institutions and 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.

### 1.4 Basis of preparation

#### 1.4.1 Basis of measurement

The consolidated financial statements have been prepared on the historical cost basis except for the following:

- financial instruments at fair value through profit or loss and,
- the defined benefit asset is recognised as the net total of plan assets, and the present value of the defined benefit obligation.

The methods used to measure fair values are discussed further in note 1.19.

#### 1.4.2 Functional currency

The consolidated financial statements are presented in South African Rand, which is the University's functional currency, rounded to the nearest thousand.

#### 1.4.3 Segment information and accumulated funds

A segment is a recognised component of the University that is engaged in undertaking activities and providing services that are subject to risks and returns different from those of other segments. Segmentation provided in the consolidated statement of comprehensive income of these financial statements is in terms of the guidelines prescribed by the Department of Higher Education and Training and is specifically not in terms of IFRS8: Operating Segments, as IFRS 8: Operating Segments is not applicable to the University. Transfer of funds is required for operational purposes between the main operational segments viz. Restricted distributable reserves, Unrestricted distributable reserves and Restricted PPE Distributable reserves.

##### 1.4.3.1 Specifically, funded activities/ operating funds restricted (Education and general)

The specifically funded activities restricted consist mainly of research activity. Here decision-making rights over income earned and related expenses rest with researchers. Council retains an oversight role in regard to ensuring that expenditure is in accordance with the mandate received from funders.

##### 1.4.3.2 Unrestricted Council controlled/ operating funds

The Council controlled segment predominantly represents the teaching component of the University. Decision-making rights relating to income earned in this segment rests with Council.

### 1.4.3.3 Unrestricted council controlled/ designated funds

This represents the positive fair value adjustments to investments. Should there be a fair value loss the balance on the fund will be limited to zero.

### 1.4.4.4 Restricted property, plant and equipment reserves

This reserve relates to the funds earmarked for investment in property, plant and equipment. Transfers to and from this reserve rests with Council.

### 1.4.5 Use of estimates and judgements

The preparation of the consolidated financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities as well as income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

Judgements made by Management in the application of IFRS that have a significant effect on the financial statements and estimates with a significant risk of material adjustment in the next year are discussed in note 26.

In particular, information about significant areas of estimation uncertainty and critical judgments in applying accounting policies that have the most significant effect on the amounts recognised in the consolidated financial statements are described in the following notes:

- Accounting policy 1.6 – property, plant and equipment
- Accounting policy 1.10 – impairment
- Accounting policy 1.12 – lease classification
- Accounting policy 1.14 and note 22 – valuation of financial instruments
- Accounting policy 1.15 – inventory
- Accounting policy 1.20 – revenue
- Note 11.2 – measurement of defined benefit obligations
- Note 23 – contingent liabilities

## 1.5 Basis of consolidation

The consolidated financial statements include all assets and liabilities of the University of South Africa, the University of South Africa Foundation, the University of South Africa Fund Inc., the Unisa Enterprises (Pty) Ltd and the BMR (Pty) Ltd. The subsidiaries are wholly owned by the University of South Africa and their principal place of business and incorporation is in South Africa. The nature of business for all the subsidiaries is to generate third stream income for the University. Entities are included in the consolidated financial statements when the University has the power to control the entities. Control is achieved when the University:

- has power over the investee
- is exposed, or has rights, to variable returns from its involvement with the investee: and
- has the ability to use its power to affect its returns.

Consolidation of a subsidiary begins when the University obtains control over the subsidiary and ceases when the University loses control of the subsidiary.

### 1.5.1 Transactions and grants eliminated on consolidation

#### Transactions

All intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

#### Grants

Grants between related funds are eliminated in the consolidated annual financial statements.

## 1.6 Property, plant and equipment

### Recognition and measurement

Property, plant and equipment is recognised as an asset if:

- a) it is probable that future economic benefits associated with the item will flow to the entity
- b) the cost of the item can be measured reliably

Items of property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses. Land is stated at cost and is not depreciated as it is deemed to have an unlimited useful life. Property, plant and equipment acquired by means of donations are recorded at nominal value. Artwork is recorded at cost or at nominal value. The carrying value is reviewed annually and adjusted for impairment when necessary.

Cost includes expenditure that is directly attributable to the acquisition of the items of property, plant and equipment. The cost of self-constructed items of property, plant and equipment includes the cost of materials and direct labour, any other costs directly attributable to bringing the item 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.

Work in progress includes all expenditure that is directly attributable to the construction of the items of property, plant and equipment, until the construction is completed, and an occupation certificate is issued. Work in progress is capitalised during the construction phase and only depreciated once the building is available for occupation.

Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

### Depreciation

Depreciation is the systematic allocation of the depreciable amount of an item of property, plant and equipment over its estimated useful life. Depreciation is charged on the depreciable amount to profit or loss on a straight-line basis over the estimated useful lives of the property, plant and equipment. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are considered to modify the period over which the item of property, plant and equipment will consume economic benefits and are treated as changes in accounting estimates.

The depreciable amount is the difference between the cost of an item of property, plant and equipment and its residual value.

Residual value is the estimated amount that the University would currently obtain from disposal of the item of property, plant and equipment, after deducting the estimated costs of disposal, if the item of property, plant and equipment was already of age and in the condition expected at the end of its useful life.

Leased assets are depreciated over the shorter of the lease term and their useful lives, unless it is reasonably certain that the University will obtain ownership by the end of the lease term.

The estimated useful lives for the current and prior periods are as follows:

- |   |   |
|---|---|
| ● Land                                  | indefinite useful lives                             |
| ● Motor vehicles and farm equipment     | 5 years   |
| ● Laboratory and audio-visual equipment | 5 – 10 years  |
| ● Museum and art work                   | indefinite useful lives                             |
| ● Computer equipment                    | 3 – 8 years   |
| ● Furniture and equipment               | 10 – 15 years                                       |
| ● Buildings and improvements            | 50 – 75 years                                       |
| ● Leased asset                          | Shorter of the lease term or estimated useful lives |

Where components of an item of property, plant and equipment have different useful lives, they are depreciated separately.

The residual values, depreciation method and useful lives of items of property, plant and equipment are reassessed annually and adjusted prospectively, if appropriate.

Subsequent expenditure relating to an item of property, plant and equipment is capitalised when it is probable that future economic benefits from the use of the item of property, plant and equipment will flow to the entity and the costs can be measured reliably. All other subsequent expenditure is recognised as an expense in the period in which it is incurred.



Routine maintenance costs are recognised in profit or loss as they are incurred. The costs of major maintenance or overhaul of an item of property, plant or equipment are recognised as an expense, except if the cost had been recognised as a separate part of the cost of the item of property, plant and equipment.

Transfers are made to (or from) investment property to PPE only when there is a change in use. For a transfer from investment property to owner-occupied property, the deemed cost for subsequent accounting is the fair value at the date of change in use.

### Derecognition

An item of property, plant or equipment initially recognised is derecognised upon disposal, or when no future economic benefits are expected from its use. Any gain or loss arising from the derecognition (the difference between the carrying amount and the proceeds on disposal) are included in the statement of profit or loss and other comprehensive income when the asset is derecognised.

## 1.6.1 Change in estimate

### Capitalisation of library print books

During the year under review the University re-assessed the useful lives of library books to be less than one year. Library books are expensed in the same period when acquired, as the University believes that the expensing model provides more relevant information to the users of its financial statements and is more aligned to industry practises.

The effect of changing the library print books estimate is, as follows:

	<b>R'000</b>
<b>Impact on the consolidated statement of profit and loss (increase/(decrease)):</b>	<b>31 December 2019</b>
Depreciation and amortisation	(16 975)
Additional expense in other current operating expenses	(19 502)
<b>Impact on net surplus</b>	<b>(36 477)</b>
<b>Impact on the consolidated statement of financial position (increase/(decrease)):</b>	
<b>Assets</b>	
<i>Non-current assets</i>	
Property, plant and equipment	(19 502)
<b>Total assets</b>	<b>(19 502)</b>
<b>Equity</b>	
<i>Distributable reserves</i>	
Unrestricted	(19 502)
<b>Total equity</b>	<b>(19 502)</b>
<b>Total equity and liabilities</b>	<b>(19 502)</b>
<b>Decrease in depreciation for the future years</b>	<b>19 502</b>

## 1.7 Right-of-use assets

The University recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any re-measurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Unless the University is reasonably certain to obtain ownership of the leased asset at the end of the lease term, the recognised right-of-use assets are depreciated on a straight-line basis over the shorter of its estimated useful life and the lease term. Right-of-use assets are subject to impairment.

## 1.8 Investment properties

Land and buildings are recognised as investment properties when these properties are either held to earn rental income and/or for capital appreciation but not for sale in the ordinary course of business, for use in the production or supply of goods or services, or for administrative purposes. Owner-occupied properties are held for educational activities and administrative purposes. This distinguishes owner-occupied properties from investment properties.

Investment properties are carried at cost less accumulated depreciation and accumulated impairment losses. Depreciation is calculated by using the straight-line method to write off the depreciable amount over the investment property's estimated useful life.

The useful life for the current and prior period is:

- Buildings and improvements – 50 years

On disposal of an investment property, the difference between the net disposal proceeds and the carrying amount is recognised in profit or loss. Transfers are made to (or from) investment property only when there is a change in use. For a transfer from investment property to owner-occupied property, the deemed cost for subsequent accounting is the fair value at the date of change in use.

## 1.9 Intangible assets

An intangible asset is an identified, non-monetary asset that has no physical substance. An intangible asset is recognised when:

- it is identifiable
- the University has control over the asset as a result of a past event
- it is probable that economic benefits will flow to the University and
- the cost of the asset can be measured reliably

The amortisation period, residual values and amortisation method are reassessed annually.

### 1.9.1 Research

Expenditure on research activities undertaken with the prospect of gaining new scientific or technical knowledge and understanding is recognised in profit or loss when incurred.

### 1.9.2 Computer software, library databases and e-Books, and publishing rights

Acquired computer software, library databases and e-Books, and publishing rights that are significant and unique to the business are capitalised as intangible assets on the basis of the cost incurred to acquire and make available for use the specific software, library databases and e-Books, and publishing rights.

Costs associated with maintaining computer software programmes, library databases and e-Books, and publishing rights are capitalised as intangible assets only if they qualify for recognition. In all other cases, these costs are recognised as an expense as incurred.

Costs that are directly associated with the development and production of identifiable and unique software products, library databases and e-Books, and publishing rights controlled by the University and that will probably generate economic benefits exceeding one year are recognised as intangible assets. Direct costs include the costs of development, employees' costs and an appropriate allocation of relevant overheads.

Computer software, library databases and e-Books, and publishing rights are amortised on a straight-line basis over its estimated useful life from the date it becomes available for use.

The useful life for the current and prior period is:

- Computer software (including licences) 3 – 10 years
- Library databases and e-Books 3 – 10 years
- Publishing rights 3 – 10 years
- Indefinite life intangible assets None

Subsequent expenditure on capitalised intangible assets is capitalised when it increases the future economic benefits embodied in the specific asset to which it relates and the costs can be measured reliably. All other expenditure is expensed as incurred.

### 1.9.3 Library Databases

Access to databases acquired separately are measured on the basis of the cost incurred to acquire and make available the access to the database.

The useful lives of library databases are assessed as either finite or indefinite.

Library databases with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the library database may be impaired. The amortisation period and the amortisation method are reviewed at least at the end of each reporting period.

Since new versions of library databases with indefinite lives are available on a regular basis, these are assessed for impairment and amortised over a finite useful life.

Library database access is amortised on a straight line basis over its estimated useful life from the date it becomes available for use.

The useful life for the current and prior period is:

- Access to library databases 3 – 10 years

### 1.9.4 Derecognition

An intangible asset, initially recognised, is derecognised upon disposal, or when no future economic benefits are expected from its use. Any gain or loss arising from the derecognition (the difference between the carrying amount and the proceeds on disposal) are included in the statement of profit or loss and other comprehensive income when the asset is derecognised.

## 1.10 Impairment of financial and non-financial assets

The University's assets other than inventories are reviewed at each reporting date to determine whether there is any indication of impairment. If there is any indication that an asset may be impaired, its recoverable amount is estimated.

### Financial Assets

For student receivables, loans and other receivables the University applies a simplified approach in calculating expected credit losses. The university does not track changes to the credit risk, but instead recognises a loss allowance based on the lifetime expected credit losses at each reporting date. The university established a matrix that is based on its historical credit loss experience adjusted for forward looking factors such as the unemployment rate, and economic growth prospects of the country with specific reference to the debtors' environment. If the University expects any of the forward-looking factors to deteriorate over the next year the rate will be adjusted. At every reporting date the historical credit loss experience is updated, and the forward-looking factors re-assessed.

The University recognises an allowance for expected credit losses for all receivables. Expected credit losses are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows the University expects to receive, discounted at an approximation of the original effective interest rate. Receivables with a duration of twelve or less months are not discounted. The expected credit loss allowance takes into account the loss given default rate and payment trends on the debtor's balance.

An impairment loss in respect of receivables carried at amortised cost is reversed if the subsequent increase in recoverable amount can be related objectively to an event occurring after the impairment loss was recognised. The reversal of impairment losses on these financial assets is recognised in profit or loss.

The University considers outstanding accounts as irrecoverable after the possibility of recovering the debt is determined to be remote and after all avenues of collection have been pursued. At that point the amounts considered irrecoverable are written off directly against the financial asset.

### Non- financial assets

An impairment loss is recognised if the carrying amount of a non-financial asset or its cash-generating unit exceeds its recoverable amount. A cash-generating unit is the smallest identifiable asset group that generates cash flows that are largely independent from other assets and groups.

Impairment losses are recognised in profit or loss. Impairment losses recognised in respect of cash-generating units are firstly allocated to reduce the carrying amount of any goodwill allocated to the cash generating unit, and the remaining impairment loss to the other assets in the unit (group of units) on a pro rata basis.

The recoverable amount of a non-financial asset is the greater of its value in use and its fair value less cost 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. For an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

In respect of other non-financial assets, impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists.

In respect of non-financial assets, an impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

### **1.11 Foreign currencies**

Foreign currency transactions are translated to the University's functional currency at the exchange rates prevailing at the date of the transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated to the functional currency at rates of exchange ruling at the end of the financial year.

It is not the policy of the University to take out forward exchange contracts on foreign currency transactions entered into.

### **1.12 Leases**

The standard provides for a single lessee accounting model, which requires the lessee to recognize assets and liabilities for all the major leases.

At inception contracts are assessed to determine whether or not the contract contains a lease. This is based on the right to control the asset for a period of time in exchange for consideration. The University has elected not to apply the practical expedient to account for each lease component and any non-lease component as a single lease component.

The assets are disclosed in the statement of financial position as right-of-use assets and are depreciated to the earlier of the end of the useful life of the right-of-use asset or the lease term using the straight-line method as this most closely reflects the expected pattern of consumption of the future economic benefits. The right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain re-measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the applicable incremental borrowing rate is used. It is re-measured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the estimated amount expected to be payable under a residual value guarantee, or if the University changes its assessment of whether it will exercise a purchase, extension or termination option. When the lease liability is re-measured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero. The lease liability is subsequently increased by the interest on the lease liability and reduced by the lease payments made.

The University has elected to apply the practical expedient not to recognize right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets. The lease payments associated with these leases are recognized as an expense on a straight-line basis over the lease term.

Interest expense on the lease liability is disclosed separately from the depreciation charge for the right-of use assets. Interest expense on the lease liability is a component of finance cost, which is presented separately in the statement of profit and other comprehensive income.

#### **1.12.1 Short-term leases and leases of low value**

The university applies the short-term lease recognition exemption to its short-term leases of vehicles, equipment and exam venues (i.e. those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). Furthermore, it applies the lease of low value assets recognition exemption to equipment that are considered of low value (i.e. less than R79 800). These leases are recognised as an expense on a straight-line basis over the lease term.

### 1.12.2 University as a lessor

Leases in which the University does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising is accounted for on a straight-line basis over the lease terms and is included in revenue in the statement of profit or loss due to its operating nature. Initial direct costs incurred in negotiating an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rentals are recognised as revenue in the period in which they are earned.

### 1.13 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. Provisions are determined by discounting the expected future cash flows at a rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability. The university has provisions for its leave liability and staff bonuses which is covered under the IAS 19 Employee Benefits. Refer to accounting policy 1.24.

### 1.14 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument in another entity. Non-derivative financial instruments comprise investments in equity and debt securities, student and other receivables, cash and cash equivalents, loans and borrowings, and trade and other payables. Financial assets and financial liabilities are recognised when a University entity becomes a party to the contractual provisions of the instruments.

Financial assets are classified, at initial recognition, and subsequently measured at amortised cost or fair value through profit or loss. The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the University's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the University has applied the practical expedient, the University initially measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component or for which the University has applied the practical expedient, are measured at the transaction price determined under IFRS 15.

The University's business model refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

In order for a financial asset to be classified and measured at amortised cost, it needs to give rise to cash flows that are 'solely payments of principal and interest (SPPI)' on the principal amount outstanding. Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at fair value through profit or loss, irrespective of the business model.

Financial liabilities are classified, at initial recognition as subsequently measured at fair value through profit or loss or amortised cost.

#### 1.14.1 Measurement

Non-derivative financial instruments are recognised initially at fair value plus, for instruments not at fair value through profit or loss, directly attributable transaction costs, and for financial instruments through profit or loss, excluding attributable costs. Subsequent to initial recognition non-derivative financial instruments are measured as described below.

Financial assets are classified into the following categories:

- Financial assets at amortised costs
- Financial assets at fair value through profit or loss

Financial liabilities are classified into the following categories:

- Financial liabilities at amortised costs
- Financial Liabilities at fair value through profit or loss

#### 1.14.2 Interest-bearing borrowings

Subsequent to initial recognition, interest-bearing borrowings are stated at amortised cost using the effective interest method.

### **1.14.3 Student and other receivables**

Student and other receivables are subsequently classified at amortised cost, using the effective interest method less any expected credit losses. Trade receivables that do not contain a significant financing component or for which the University has applied the practical expedient are measured at the transaction price determined under IFRS 15.

### **1.14.4 Cash and cash equivalents**

Cash and cash equivalents are measured at amortised cost, using the effective interest method. For the purpose of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held on call with banks, and investments in money market instruments, net of bank overdrafts, all of which are available for use by the University unless otherwise stated. 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 for the purpose of the statement of cash flows.

### **1.14.5 Trade and other payables**

Trade and other payables are liabilities to pay for goods or services that have been received or supplied and have been invoiced or formally agreed with the supplier. Trade payables are subsequently carried at amortised cost using the effective interest method.

### **1.14.6 Student deposits**

Student deposits are classified at amortised cost and represents amounts which have been overpaid by students and are refundable on demand. Student deposits are subsequently carried at amortised cost using the effective interest method.

### **1.14.7 De-recognition**

Financial assets are derecognised when the University's contractual rights to the cash flows from the financial assets expire or if the University transfers the financial asset to another party without retaining control or substantially all risks and rewards of the asset. Regular way purchases and sales of financial assets are accounted for at trade date (the date that the University commits itself to purchase or sell the asset). Financial liabilities are de-recognised when the University's obligations specified in the contract expire or are discharged or cancelled.

### **1.14.8 Offset**

Financial assets and financial liabilities are offset and the net amount reported in the statement of financial position 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.

### **1.14.9 Financial Instruments at fair value through profit or loss**

An instrument is classified as at fair value through profit or loss if it is held for trading or is irrevocably designed as such upon initial recognition. Financial instruments are designated at fair value through profit or loss if the University manages such investments and makes purchase and sale decisions based on their fair value in accordance with the University's documented risk policy and it eliminates or significantly reduces a measurement or recognition inconsistency that would otherwise arise from measuring assets or liabilities or recognising the gains and losses on them on different bases. The other investments comprising of equity and debt securities, are mandatory classified to be measured at fair value through profit or loss, as from initial recognition these instruments form part of a portfolio of identified debt and equity financial assets that are managed together and for which there is evidence of a recent actual pattern of short-term profit-taking and therefore classified as held for trading. Financial instruments at fair value through profit or loss are measured at fair value, and changes therein are recognised in profit or loss. Fair value movement recognised in profit or loss excludes interest and dividends.

## **1.15 Inventory**

Inventory is stated at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less the estimated cost of completion and selling expenses. The cost of inventories comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition and is determined using the weighted average cost method. Obsolete, redundant and slow-moving inventories are identified on a regular basis and are written down to their estimated scrap values.

Inventories comprise study materials and courseware, technical store and consumables.

## **1.16 Normal taxation**

The University is exempted from normal taxation in terms of section 10 of the South African Income Tax Act, 1962 (Act No. 58 of 1962).

## 1.17 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.

## 1.18 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.

## 1.19 Determination of fair values

A number of the University's accounting policies and disclosures require the determination of fair values, for both financial and non-financial assets and liabilities. Fair values have been determined for measurement and/or disclosure purposes based on the methods indicated below. Where applicable, further information about the assumptions made in determining fair values is disclosed in the notes specific to that asset or liability.

### 1.19.1 Investment property

An external, independent valuation company, having appropriate recognised professional qualifications and recent experience in the location and category of property being valued, values the University's investment property portfolio. The fair values are based on market values, being the estimated amount for which a property could be exchanged on the date of the 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, prudently and without compulsion.

In the absence of current prices in an active market, the valuations are prepared by considering the aggregate of the estimated cash flows expected to be received from renting out the property. A yield that reflects the specific risks inherent in the net cash flows is then applied to the net annual cash flows to arrive at the property valuation.

### 1.19.2 Investments in equity and debt securities

The fair value of financial assets at fair value through profit or loss is determined by reference to their quoted bid price at the reporting date. Investments are managed by asset managers and are traded on a regular basis.

### 1.19.3 Unlisted Investments

The value of unlisted investments is determined using valuation models. Some of the inputs to these models may not be market observable and are therefore estimated based on assumptions. The unlisted investment relates shares in a property company of which the value of the investment is based upon the value of the property. The property is measured at fair value, which takes into account characteristics that market participants would consider at the statements of financial position date. Fair values are determined annually by external independent registered valuers on the open market value basis.

The valuers use the discounted cash flow method to determine fair value.

## 1.20 Revenue

### 1.20.1 Goods sold

Revenue from the sale of goods is recognised at the point in time when control of the goods are transferred to the customer. The revenue is recognised at the transaction price, being the amount that reflects the consideration to which the University expects to be entitled in exchange for those goods. In determining the transaction price for the sale of goods, consideration is given for the effects of variable consideration, existence of a significant financing component, noncash consideration, and consideration payable to the customer (if any). The University has generally concluded that it is the principal in terms of the revenue from the sale of goods, as it typically controls the goods before transferring them to the customer.

Payment is due within 30–90 days of invoice date.

### **1.20.2 Services and tuition fees**

Revenue from contracts with customers for services rendered is recognised in profit or loss in proportion to the stage of completion of the transaction at the reporting date. The University generally concluded that it is the principal in its revenue from services and tuition fees, as the University typically controls the services before transferring them to the customer. Stage of completion is milestone based. As the academic and financial years run simultaneously, all performance obligations occur, in most cases, within the financial year, therefore tuition fees are recorded as income in the period to which it relates.

### **1.20.3 Performance Obligations**

The performance obligation for tuition fees is satisfied overtime and fully satisfied upon the results of the student examinations being released.

Payment is generally due within 90 days after registration in the case of semester modules and 210 days in respect of year modules. Using the practical expedient in IFRS 15, the University does not adjust the promised amount of consideration for the effects of a significant financing component if it expects, at contract inception, that the period between the transfer of the promised good or service to the customer and when the customer pays for that good or service will be one year or less. Some contracts provide students with the option to write a supplementary examination in the following year as well as some miscellaneous services. These are included in the transaction price for that year and is accounted for as variable consideration. The variable consideration is estimated at contract inception and constrained until it is highly probable that a significant revenue reversal in the amount of cumulative revenue recognised will not occur when the associated uncertainty with the variable consideration is subsequently resolved.

The University calculates its performance obligations based on the council of higher education norms of 120 hours per semester per module and 240 hours per year module to complete the course material for each module. The average exam time was then added in order to calculate the IFRS 15 additional revenue.

### **1.20.4 Contract liabilities**

A contract liability is the obligation to transfer goods or services to a customer for which the University has received consideration. If a customer pays before the transfer of the goods or services, a contract liability is recognised when the payment is made. Contract liabilities are recognised as revenue when the obligation is satisfied in terms of the contract liabilities.

### **1.20.5 Contract Assets**

A contract asset is the right to consideration in exchange for goods or services transferred to the customer. If the University performs its obligation by transferring the good or service to the customer before the customer pays consideration or before the payment is due a contract asset is recognised for the earned consideration that is conditional.

## **1.21 Government grants and state subsidies**

An unconditional government grant or subsidy is recognised in profit or loss when the grant becomes receivable. Other conditional government grants are recognised initially as deferred income when there is reasonable assurance that they will be received and that 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 on a systematic basis in the same periods in which the expenses are recognised.

Non-monetary assets received through a government grant are accounted for at a nominal amount and released to profit or loss over the expected useful life of the asset, based on the pattern of consumption of the benefits of the underlying asset by equal annual instalments

## **1.22 Donations**

Donations are recognised as income when received.

## **1.23 Investment income**

Dividend income is recognised when the right to receive payment is established.

Interest income is recognised in the period in which the interest is received.

Rental income from investment property is recognised in profit or loss on a straight-line basis over the term of the lease.

Lease incentives granted are recognised as an integral part of the total rental income over the term of the lease.



## **1.24 Employee benefits**

### **1.24.1 Short-term employee benefits**

The cost of all short-term employee benefits is recognised during the period in which the employee renders the related service. The accruals for employee entitlements to salaries and annual leave represent the amount which the University has a present obligation to pay as a result of employee services provided to the reporting date, and is expected to settle wholly before the twelve months after the end of the annual reporting period in which the service was rendered. The accruals have been calculated at undiscounted amounts based on current salary rates.

### **1.24.2 Long-term service benefits – Post Employment Medical Benefits**

The University's net obligation in respect of long-term service benefits, other than pension plans, is the amount of future benefit that employees have earned in return for their service in the current and prior periods. The obligation is calculated using the projected unit credit method and is discounted to its present value and the fair value of any related assets is deducted. Any actuarial gains and losses are recognised in profit or loss in the period in which they arise. The discount rate is the yield at the reporting date on RSA Government bonds that have maturity dates approximating to the terms of the University's obligation.

### **1.24.3 Termination benefits**

Termination benefits are recognised as an expense in profit and loss when the University is demonstrably committed without realistic possibility of withdrawal to a formal detailed plan to terminate employment before the normal retirement date. Termination benefits for voluntary redundancies are recognised if the University has made an offer encouraging voluntary redundancy, if it is probable that the offer will be accepted, and the number of acceptances can be estimated reliably.

### **1.24.4 Defined contributions plans**

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution retirement plans are recognised as an employee benefit expense in profit or loss when they are due. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in future payments is available.

### **1.24.5 Defined benefit plans**

A defined benefit plan is a post-employment benefit plan other than a defined contribution plan.

The University's net obligation in respect of defined benefit retirement plans is calculated separately for each plan by estimating the amount of future benefits that employees have earned in return for their service in the current and prior periods. That benefit is discounted to determine its present value.

The fair value of any plan assets and any unrecognised past service costs is deducted. The discount rate is the market yield at the reporting date on RSA Government bonds that have maturity dates approximating to the terms of the University's obligations. The calculation is performed by a qualified actuary using the projected unit credit method.

When the benefits of a plan are improved, the portion of the increased benefit relating to past service by employees is recognised as an expense in profit or loss on a straight-line basis over the average period until the benefits become vested. To the extent that the benefits vest immediately, the expense is recognised immediately in profit or loss.

When the calculation results in a benefit to the University, the recognised asset is limited to the net total of any unrecognised past service costs and the present value of any future refunds from the plan or reductions in future contributions to the plan. The University recognises all actuarial gains and losses arising from defined benefit plans immediately in other comprehensive income.

## NOTE 1: PROPERTY, PLANT AND EQUIPMENT

Note	Land and buildings	Furniture and equipment	Computer equipment and leased assets	Vehicles & farm equipment	Laboratory, museum, art and audio-visual	Library	Total
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
<b>At 1 January 2018</b>							
Cost	2 354 357	426 718	608 311	26 120	671 445	630 660	4 717 611
Accumulated depreciation	(484 245)	(307 255)	(329 708)	(18 376)	(247 961)	(593 737)	(1 981 282)
<b>Net carrying value</b>	<b>1 870 112</b>	<b>119 463</b>	<b>278 603</b>	<b>7 744</b>	<b>423 484</b>	<b>36 923</b>	<b>2 736 329</b>
<b>At 31 December 2018</b>							
Opening net book amount	1 870 112	119 463	278 603	7 744	423 484	36 923	2 736 329
Net transfer from investment properties	28 849						28 849
Impairment	(92 134)						(92 134)
Additions	23 983	21 892	34 382	348	32 574	25 914	139 093
Disposals		(2 533)	(7 642)	(474)	(600)	(50 672)	(61 921)
Depreciation on disposals		2 263	4 988	434	541	50 672	58 898
Depreciation	(56 672)	(37 050)	(76 506)	(2 243)	(91 463)	(26 360)	(290 294)
<b>Closing net carrying value</b>	<b>1 774 138</b>	<b>104 035</b>	<b>233 825</b>	<b>5 809</b>	<b>364 536</b>	<b>36 477</b>	<b>2 518 820</b>
<b>At 1 January 2019</b>							
Cost	2 416 881	446 077	635 051	25 994	703 420	605 902	4 833 325
Accumulated impairment	(92 134)						(92 134)
Accumulated depreciation	(550 609)	(342 042)	(401 226)	(20 185)	(338 884)	(569 425)	(2 222 371)
<b>Net carrying value</b>	<b>1 774 138</b>	<b>104 035</b>	<b>233 825</b>	<b>5 809</b>	<b>364 536</b>	<b>36 477</b>	<b>2 518 820</b>
<b>At 31 December 2019</b>							
Opening net book amount	1 774 138	104 035	233 825	5 809	364 536	36 477	2 518 820
Change in estimate						(36 477)	(36 477)
Additions	26 134	12 577	11 897	1 960	28 015		80 583
Disposals		(649)	(1 850)	(916)	(445)		(3 860)
Depreciation on disposals		581	1 010	784	425		2 800
Depreciation	(54 529)	(37 126)	(64 746)	(2 758)	(94 309)		(253 468)
<b>Closing net carrying value</b>	<b>1 745 743</b>	<b>79 418</b>	<b>180 136</b>	<b>4 879</b>	<b>298 222</b>		<b>2 308 398</b>
<b>At 31 December 2019</b>							
Cost	2 443 015	458 005	645 098	27 038	730 990	569 425	4 873 571
Accumulated impairment	(92 134)						(92 134)
Accumulated depreciation	(605 138)	(378 587)	(464 962)	(22 159)	(432 768)	(569 425)	(2 473 039)
<b>Net carrying value</b>	<b>1 745 743</b>	<b>79 418</b>	<b>180 136</b>	<b>4 879</b>	<b>298 222</b>		<b>2 308 398</b>
<b>Net carrying value</b>							
At 31 December 2018	1 745 743	79 418	180 136	4 879	298 222		2 308 398
At 31 December 2017	1 774 138	104 035	233 825	5 809	364 536	36 477	2 518 820

A register of land and buildings owned by the University is available at the University's registered address. The University is not permitted to dispose of or alienate land and buildings without the approval of the Minister.

Included in the cost of PPE of R4 873 571 000 (2018: R4 833 325 000) is an amount of R129 453 653 (2018: R122 729 925) relating items of PPE that are fully depreciated and carried at R1 or less. The accumulated depreciation of these assets is R129 453 653 (2018: R122 729 925) and the net book value is R0 (2018: R0) as at 31 December 2019. These assets have not been revalued but will continue to be used until disposed of.

In 2018 the impairment loss of R92 134 000 which represents the impairment of the College of Economic and Management Sciences building as a result of the University changing its policies relating to construction of buildings. This amount was previously recorded as part of work in progress. This amount was recognised in the statement of profit or loss and other comprehensive income as other operating expenses.

Land included in the above land and buildings

	2019 R'000	2018 R'000
Balance as at 1 January	154 442	154 442
<b>Balance as at 31 December</b>	<b>154 442</b>	<b>154 442</b>

## NOTE 2: RIGHT OF USE ASSETS

	2019 R'000	2018 R'000
<b>Library</b>		
<b>Cost</b>		
Balance as at 1 January	50 000	
Transfer from Other assets		50 000
<b>Balance as at 31 December</b>	<b>50 000</b>	<b>50 000</b>
<b>Accumulated depreciation</b>		
Balance as at 1 January	(750)	
Depreciation for the year	(1 000)	(750)
<b>Balance as at 31 December</b>	<b>(1 750)</b>	<b>(750)</b>
<b>Carrying value</b>	<b>48 250</b>	<b>49 250</b>
The University entered into a collaboration agreement with Universities' of Fort Hare and Walter Sisulu, to provide library services to the students in East London. The construction was completed in 2018. The 3 universities carry the costs of the operating expenses in the ratio 45:45:10 respectively.		
<b>Leased Buildings</b>		
<b>Cost</b>		
The university leases buildings for its regional offices		
Balance as at 1 January	88 020	
Opening balance adjustment on transition to IFRS 16		78 856
Additions	1 839	9 164
<b>Balance at 31 December</b>	<b>89 859</b>	<b>88 020</b>
<b>Accumulated depreciation</b>		
Balance as at 1 January	(29 402)	
Depreciation for the year	(28 513)	(29 402)
<b>Balance as at 31 December</b>	<b>(57 915)</b>	<b>(29 402)</b>
<b>Carrying value</b>	<b>31 944</b>	<b>58 618</b>
<b>Total net carrying value</b>	<b>80 194</b>	<b>107 868</b>

## NOTE 3: INTANGIBLE ASSETS

	2019 R'000	2018 R'000
<b>Computer Software &amp; Library Databases Cost</b>		
Balance as at 1 January	116 939	154 907
Acquisitions	30 396	19 920
Disposals	(20 109)	(57 888)
<b>Balance as at 31 December</b>	<b>127 226</b>	<b>116 939</b>
<b>Accumulated amortisation</b>		
Balance as at 1 January	(71 086)	(111 441)
Amortisation for the year	(20 885)	(17 138)
Disposals	20 109	57 493
<b>Balance as at 31 December</b>	<b>(71 862)</b>	<b>(71 086)</b>
<b>Carrying value</b>		
<b>At 31 December</b>	<b>55 364</b>	<b>45 853</b>

Included in the cost of intangible assets of R127 226 000 is an amount of R22 598 501 relating items of intangible assets that are fully depreciated and carried in the books at R1 or less. The accumulated depreciation of these assets is R22 598 501 and the net book value is R0 as at 31 December 2019. These assets have not been revalued but will continue to be use until disposed of. In 2018 and prior years these items were fully scrapped.

## NOTE 4: INVESTMENT PROPERTY

	2019 R'000	2018 R'000
<b>Cost</b>		
Balance as at 1 January	2 892	37 978
Transferred to Property, Plant & Equipment		(35 086)
<b>Balance as at 31 December</b>	<b>2 892</b>	<b>2 892</b>
<b>Accumulated depreciation and impairment losses</b>		
Balance as at 1 January	(1 404)	(7 584)
Transferred to Property, Plant & Equipment		6 237
Depreciation for the year	(57)	(57)
<b>Balance as at 31 December</b>	<b>(1 461)</b>	<b>(1 404)</b>
<b>Carrying value</b>		
<b>At 31 December</b>	<b>1 431</b>	<b>1 488</b>
<b>Maturity analysis for lease payment receivable under operating lease</b>		
Lease payments receivable within one year	5 275	4 896
	<b>5 275</b>	<b>4 896</b>

The University applies the cost model for investment property. The investment property relates to buildings which was valued during 2017 by Corporate Valuations CC, a registered independent property appraiser having an appropriate recognised professional qualification and recent experience in the location and category of the property being valued. Fair values were determined by using the income capitalisation method. This approach uses the market sales of similar properties for choosing the capitalisation rate. Other factors included in the valuation, is the conditions of the property as well the selling price under current market conditions. The approach then discounts the future value of rental by the capitalisation rate. The fair value as determined by the property appraiser as at December 2017 amounted to R38,6 million, and in terms of the fair value hierarchy was assessed at level 3 due to inputs being based on unobservable market data. The University's assessment of the valuation indicated no significant change in the fair value of the property as at the reporting date. The property will be valued in 2020.

Rental income from investment property amounted to R4,896 million (2018: R 7,310 million) and the direct operating expenses amounted to R0,491 million (2018: R0,126 million).

A register of the land and buildings included in investment properties is available at the University's registered address.

## NOTE 5: INVENTORIES

	2019 R'000	2018 R'000
Study materials and courseware	185 799	194 229
Technical inventories	1 372	1 254
Consumable inventory	16 033	14 998
	<b>203 204</b>	<b>210 481</b>
Expenses relating to inventory Included in other operating expenditure	<b>79 853</b>	<b>60 640</b>

## NOTE 6: TRADE AND OTHER RECEIVABLES

	2019 R'000	2018 R'000
Student receivables	340 610	156 840
Contract Assets	33 816	30 120
Prepayments	31 932	39 111
Student Allowances (NSFAS)	66 714	
Department of Higher Education and Training		31 258
Accrued interest	42 097	40 002
National Student Financial Aid Scheme (NSFAS)	498 293	307 862
Other receivables	158 736	99 876
	<b>1 172 198</b>	<b>735 189</b>

See below for the movements in the provision for impairment of receivables.

### Movement in the allowance for expected credit losses for:

#### Student receivables

Balance as at 1 January	318 576	42 000
Reversal of prior period provision	(318 576)	(42 000)
Provision for expected credit losses	252 425	318 576
Write-off		

#### Balance as at 31 December

<b>252 425</b>	<b>318 576</b>
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#### National Student Financial Aid Scheme NSFAS

Balance as at 1 January	118 212	115 621
Reversal of prior period provision	(118 212)	(115 621)
Provision for expected credit losses	241 014	118 212
Write-off		

#### Balance as at 31 December

<b>241 014</b>	<b>118 212</b>
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#### Other receivables

Balance as at 1 January	62 019	64 863
Reversal of prior period provision	(62 019)	(64 863)
Provision for expected credit losses	73 999	62 019
Write-off		

#### Balance as at 31 December

<b>73 999</b>	<b>62 019</b>
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#### Total allowance for expected credit losses

<b>567 438</b>	<b>498 807</b>
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### Impairment provision matrix

An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar loss patterns. The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions.

Set out below is the information about the credit risk exposure on the University's trade receivables using a provision matrix:

### Student Receivables

31 December 2019	2017 R000's	2018 R000's	2019 R000's	Total R000's
Expected credit loss rate	0.894	0.596	0.175	0.426
Estimated total gross carrying amount at default	113 559	159 301	320 175	593 035
Expected credit loss	101 502	95 007	55 916	252 425

31 December 2018	2016 R000's	2017 R000's	2018 R000's	Total R000's
Expected credit loss rate	1.000	0.748	0.565	0.630
Estimated total gross carrying amount at default	27 038	115 972	362 526	505 536
Expected credit loss	27 038	86 747	204 791	318 576

### National Student Financial Aid Scheme

31 December 2019	2017 R000's	2018 R000's	2019 R000's	Total R000's
Expected credit loss rate	0.504	0.659	0.181	0.326
Estimated total gross carrying amount at default	142 716	127 510	469 081	739 307
Expected credit loss	71 869	84 089	85 056	241 014

31 December 2018	2016 R000's	2017 R000's	2018 R000's	Total R000's
Expected credit loss rate	0.817	0.292	0.169	0.228
Estimated total gross carrying amount at default	42 424	24 806	451 431	518 661
Expected credit loss	34 667	7 251	76 294	118 212

The estimated total gross carrying amount at default for NSFAS excludes the NSFAS deposit of R115 million (2018: R93m) which had not been allocated.

### Other Debtors

31 December 2019	2017 R000's	2018 R000's	2019 R000's	Total R000's
Expected credit loss rate	0.879	0.535	0.413	0.532
Estimated total gross carrying amount at default	27 405	31 070	80 581	139 056
Expected credit loss	24 096	16 609	33 294	73 999

31 December 2018

	2016 R000's	2017 R000's	2018 R000's	Total R000's
Expected credit loss rate	1.000	0.810	0.211	0.599
Estimated total gross carrying amount at default	31 174	26 030	46 264	103 468
Expected credit loss	31 174	21 084	9 761	62 019

The University's exposure to credit, currency and interest rate risks relating to receivables is disclosed note 22.

## NOTE 7: OTHER INVESTMENTS

	2019 R'000	2018 R'000
<b>Current investments</b>		
Equity instruments at fair value through profit or loss	4 568 133	4 648 913
Debt instruments at fair value through profit or loss	3 096 582	2 520 929
	<b>7 664 715</b>	<b>7 169 842</b>

R53 million (2018: R55 million) of the current investments are administered on behalf of the Department of Higher Education in terms of the memorandum of agreement. The University's exposure to credit, currency and interest rate risks relating to other investments is disclosed in note 22.

## NOTE 8: CASH AND CASH EQUIVALENTS

	2019 R'000	2018 R'000
Bank balances and cash on hand	682 726	272 278
Short- term bank and money market deposits	44 083	33 508
	<b>726 809</b>	<b>305 786</b>

The weighted average effective interest rate, for the year, earned on short-term bank deposits was 8.6% (2018: 7.7%). The University's exposure to interest rate risks and a sensitivity analysis for financial assets and liabilities are disclosed in note 22.

## NOTE 9: FUNDS

	2019 R'000	2018 R'000
<b>Property, plant and equipment distributable reserves</b>		
Held for investment in property, plant and equipment.	<b>1 573 816</b>	<b>1 547 627</b>
The balance represents funds set aside for investment in property, plant and equipment.		
<b>Distributable reserves</b>		
Unrestricted	<b>7 791 451</b>	<b>6 918 954</b>
The balance represents operating funds controlled by Council.		
<b>Restricted</b>	<b>34 670</b>	<b>35 426</b>
The balance represents operating and property, plant and equipment funds restricted for specific use.		

## NOTE 10: LEASE LIABILITIES

	2019 R'000	2018 R'000
Balance as at 01 January	61 728	
The liabilities are raised in terms of IFRS 16 and are repayable in monthly instalments	1 655	88 020
Payments	(26 408)	(26 292)
Less: Current portion	(26 246)	(26 408)
Non-current portion	10 729	35 320

When measuring lease liabilities, the university discounted lease payments on lease building using its Portfolio incremental borrowing rate on lease property at January 1, 2018. The weighted average incremental borrowing rate was 8.17 %.

The University has elected to apply the practical expedient to account for leased assets with the individual value of R79 800 or less as leases of low value assets. All leased printers are included in this category.

	2019 R'000	2018 R'000
Joint Library The joint library expenses relating to variable lease payments not included in the measurement of lease liabilities	1 840	418
Total cash out flow for leases	137 596	164 010
Maturity Analysis – low value leases		
Not later than 1 year	16 404	16 404
Between 1 and 2 years	16 404	16 404
Between 2 and 3 years	9 571	16 404
Between 3 and 4 years		9 571
	42 379	58 783
Maturity Analysis - leases		
Not later than 1 year	28 246	26 277
Between 1 and 2 years	15 099	28 246
Between 2 and 3 years	4 638	15 099
Between 3 and 4 years	2 128	4 638
Between 4 and 5 years	1 040	2 128
5 years or more		1 040
	51 151	77 428

Short-term and low-value lease expenditure is disclosed under note 20 as separate line items. Finance costs are disclosed in to note 21.

## NOTE 11: POST-EMPLOYMENT OBLIGATIONS

### 11.1 Post-Employment Medical Obligations: Former UNISA, TSA and Vista (Vudec)

In accordance with past personnel practice, the Council has undertaken to make contributions to a defined benefit plan that provides medical benefits for employees upon retirement. The plan entitles retired employees and future retirees of the former Unisa to receive the following contributions:

- Employees who retired up to and including 30 June 1990 receive 100% of the premium;
- Employees who retired on or after 1 July 1990 and were employed by Unisa before 1 February 1996, receive a subsidy of 80% of contributions to Bonitas and 73,44% of contributions to Bestmed;
- Employees who are employed as from 1 February 1996 up to and including 31 August 2003 receive 50% of the premium;
- Employees who are employed as from 1 September 2003 receive 2% per year of employment with a maximum of 50% of the premium;
- TSA members receive a subsidy of 60% of contributions, inclusive of any savings account contribution, on retirement;
- Vudec members receive a subsidy of 70% of contributions. The entitlement of these benefits is based upon employment prior to 1 January 2000;
- Employees employed after 31 December 2005 receive no post-retirement medical benefits.



### Amounts recognised in the statement of financial position:

	2019 R'000	2018 R'000
Post-employment defined benefit medical obligations	816 673	816 587
<b>Non-Current</b>		
Post-employment defined benefit medical obligations	753 451	758 027
<b>Amounts payable within one year, included in current liabilities</b>		
Post-employment defined benefit medical obligations	63 222	58 560

The present value of this commitment is valued by an independent actuary, based on the specific contribution rates, and the costs are spread over the expected remaining period of employment.

The post-employment medical obligation is unfunded. The last actuarial valuation was at 31 December 2019.

	2019 R'000	2018 R'000
<b>Liability</b>		
Present value of unfunded defined benefit obligation	816 673	816 587
Present value of unfunded defined benefit obligation comprises liabilities towards:		
Active employees	124 832	143 476
Continuation members	691 841	673 111
	<b>816 673</b>	<b>816 587</b>

### Amounts recognised in profit or loss

Included as personnel costs in profit or loss

Current service cost	5 700	6 335
Interest cost	75 346	71 247
	<b>81 046</b>	<b>77 582</b>

### Movement in the net liability recognised in the statement of financial position is as follows:

Net liability at beginning of year	816 587	805 484
Expense recognised in profit or loss	81 046	77 582
Actuarial gains	(22 400)	(12 807)
Benefits payments	(58 560)	(53 672)
<b>Liability at end of year</b>	<b>816 673</b>	<b>816 587</b>

### Membership

Active employees	147	170
Continuation members	884	886
Total number of members at year end	<b>1 031</b>	<b>1 056</b>

### Valuation assumptions

	2019 R'000	2018 R'000
Discount rate	9.22%	9.51%
Healthcare inflation costs	7.32%	7.56%
Real discount rate	1.77%	1.81%

## Sensitivity analysis – 2019

	Variation	Current Obligations R'000	Revised Obligations R'000	% Change
<b>Assumptions</b>				
<b>Real discount rate</b>	-100 basis points			
Active members		124 832	145 293	16.4%
Continuation members		691 841	749 230	8.3%
		<b>816 673</b>	<b>894 523</b>	
<b>Real discount rate</b>	+100 basis points			
Active members		124 832	108 271	(13.3%)
Continuation members		691 841	642 291	(7.2%)
		<b>816 673</b>	<b>750 562</b>	
<b>Medical inflation rate</b>	1% increase	816 673	889 432	8.9%
	1% decrease	816 673	753 185	(7.2%)
		<b>Variation</b>	<b>Current Obligations R'000</b>	<b>Revised service costs plus interest R'000</b>
<b>Medical cost trends</b>	1% increase		816 673	84 800
	1% decrease		816 673	70 820
<b>Discount rate</b>	1% increase		816 673	85 326
	1% decrease		816 673	70 552

## Sensitivity analysis – 2018

	Variation	Current Obligations R'000	Revised Obligations R'000	% Change
<b>Assumptions</b>				
<b>Real discount rate</b>	-100 basis points			
Active members		143 476	167 490	16.7%
Continuation members		673 111	731 586	8.7%
		<b>816 587</b>	<b>899 076</b>	
<b>Real discount rate</b>	+100 basis points			
Active members		143 476	124 131	(13.5%)
Continuation members		673 111	622 896	(7.5%)
		<b>816 587</b>	<b>747 027</b>	
<b>Medical inflation rate</b>	1% increase	816 587	892 703	9.3%
	1% decrease	816 587	750 469	(8.1%)
		<b>Variation</b>	<b>Current Obligations R'000</b>	<b>Revised service costs plus interest R'000</b>
<b>Medical cost trends</b>	1% increase		816 587	89 240
	1% decrease		816 587	73 966
<b>Discount rate</b>	1% increase		816 587	89 008
	1% decrease		816 587	73 966

The University expects to pay R105 Million in contribution during 2020 in respect of its in-service members (i.e. R63 employer contribution and R42 million employee contribution).

## 11.2 Defined benefit pension fund asset

The assets of the Unisa Retirement Fund ("Unisarf", or the "Fund") are held independently of the University of South Africa's assets in a separate trustee-administered fund. The benefit plan is a final salary benefit plan for qualifying members. Members of the fund are nominated as trustees to the Board of Trustees that governs the fund.

The Fund is required to be valued by independent actuaries every three years, in line with the statutory requirement in terms of Section 16(8) of the Pension Funds Act. The last statutory valuation was undertaken with an effective date of 31 December 2018 and the Valuator reported that the Fund was in a sound financial position at that date. The next statutory valuation is to be performed with an effective date of 31 December 2020.

A valuation has been carried out as at 31 December 2019 specifically for the purposes of the University's IAS19 disclosure requirement. The purpose of this valuation is to quantify the net pension asset or liability in respect of the defined benefit element of Unisarf for recognition in terms of the IAS19 accounting standard. The movement in the value in the Fund's defined benefit assets and liabilities has been shown below.

	2019 R'000	2018 R'000
Projected benefit obligations	(1 470 457)	(1 280 438)
Fair value of plan assets	1 658 612	1 477 696
<b>Pension fund asset at year end</b>	<b>188 155</b>	<b>197 258</b>

### Plan assets comprise

Equity securities	762 962	675 899
Bonds	801 109	705 747
Cash	94 541	96 050
	<b>1 658 612</b>	<b>1 477 696</b>

At 31 December 2019, 46% (2018:45.7%) of the plan assets were invested in equity securities and 48.30% (2018: 47.8%) were invested in bonds and 5.7%(2018:6.5%) in cash.

### Movement in the present value of the defined benefit obligations

Defined benefit obligation 1 January	1 280 438	1 194 492
Transfers in – new pensioner capital	203 609	161 826
Benefits paid by the plan (net of reinsurance recoveries)	(133 010)	(118 147)
Current service cost and interest	128 014	116 024
Actuarial gains/(losses) recognised	(8 594)	(73 757)
<b>Defined benefit obligation as at 31 December</b>	<b>1 470 457</b>	<b>1 280 438</b>

### Movement in the present value of plan assets

Fair value of plan assets at 1 January	1 477 696	1 451 681
Transfers in – new pensioner capital	195 259	161 826
Benefits paid by the plan	(133 010)	(109 797)
Expected return on plan assets	144 368	137 547
Contribution holiday		(20 000)
Actuarial gains	(25 701)	(143 561)
<b>Fair value of plan assets at 31 December</b>	<b>1 658 612</b>	<b>1 477 696</b>

### Amounts recognised in profit or loss and other comprehensive income:

Current service costs	1 625	1 586
Interest on obligation	126 389	114 438
Expected return on plan assets	(144 368)	(137 547)
	<b>(16 354)</b>	<b>(21 523)</b>

**Movements in the pension fund asset recognised in the statement of financial position are as follows:**

	2019 R'000	2018 R'000
Net asset at beginning of year	197 258	193 107
Net movement for the year	(9 103)	4 151
Net asset at end of year	188 155	197 258
<b>Actual return on plan assets</b>	10.28%	2.06%

#### Key valuation assumptions

Investment returns	10.28%	2.06%
Inflation	5.00%	5.80%
Salary increases	7.70%	8.50%
Pension increase	2.50%	2.90%
Pensioner mortality	PA(90)-1*	PA(90)-1*
Capitalisation factor for minimum benefit	6%PA(90)-1*	6%PA(90)-1*
Discount rate	9.20%	9.60%

The expected return on assets in 2019 and 2018 is the same as the rate used to discount the liabilities in each respective year, thus no provision has been made for the equity risk premium. The average duration of the defined benefit obligation is 8.84 years.

\* Per the standard actuarial tables.

#### Sensitivity analysis – 2019

The sensitivity of the pension fund surplus to changes in certain key valuation assumptions is disclosed below:

Assumption	Variation	Total Assets	Total liability	Revised Asset	% Change in asset vs base scenario
Investment return	1% decrease	1 658 612	1 626 304	32 308	(83.0%)
Investment return	1% increase	1 658 612	1 356 039	221 358	18.0%
Salary increases	1% increase	1 658 612	1 356 039	221 358	18.0%
Salary increases	1% decrease	1 658 612	1 562 368	96 244	(49.0%)

#### Sensitivity analysis – 2018

The sensitivity of the pension fund surplus to changes in certain key valuation assumptions is disclosed below:

Assumption	Variation	Total Assets	Total liability	Revised Asset	% Change in asset vs base scenario
Investment return	1% decrease	1 469 346	1 438 919	30 427	(84.6%)
Investment return	1% increase	1 469 346	1 171 516	197 258	0.0%
Salary increases	1% increase	1 469 346	1 171 516	197 258	0.0%
Salary increases	1% decrease	1 469 346	1 381 326	88 020	(55.4%)

The percentage change in assets is based on the base scenario. (Net plan asset at year end of R188 million (2018: R197 million)).

The University expects to pay R 475 million in contributions during 2020 in respect of its in-service members (i.e. R 269 million employer contribution and R 206 million employee contribution).

### 11.3 National Tertiary Retirement Fund guarantee

In November 1994, the former TSA withdrew from the Government pension fund and transferred their funds to the National Tertiary Retirement Fund (NTRF). The NTRF is a defined contribution fund governed by the Pensions Act, 1956. In terms of the conditions of transfer, staff members who were in the employ at 30 November 1994 and members of the Government pension fund were guaranteed that they would not be worse off than if they remained on the defined benefit scheme. Any liability arising from the guaranteed amount is accounted for as a defined benefit obligation.

The fund is financed by employer and employee contributions. It is policy to ensure that the fund is adequately funded to provide the benefits of members, and particularly to ensure that any shortfall with regard to the defined benefit structure is being met by additional contributions.

A valuation has been carried out as at 31 December 2019 specifically for the purposes of the University's IAS19 disclosure requirement. The purpose of this valuation is to quantify the net pension asset or liability in respect of the defined benefit element of the NTRF for recognition in terms of the IAS19 accounting standard. Liabilities in respect of the defined benefit structure are calculated based on assumptions regarding the expected experience in respect of death, withdrawals, early retirement, family statistics, rate of increase in pensionable remuneration administration costs and the expected yield on assets.

## Liability

	2019 R'000	2018 R'000
Present value of unfunded defined benefit obligation guaranteed	32 915	24 885

## Amounts recognised in profit or loss and other comprehensive income:

	2019 R'000	2018 R'000
<b>Current service costs</b>		
Interest costs	6 183	5 855
Current service costs	823	773
<b>Included in personnel costs</b>	<b>7 006</b>	<b>6 628</b>

## Movements in the pension fund liability recognised in the statement of financial position are as follows:

Liability at beginning of year	24 885	33 025
Expense recognised	7 006	6 628
Contributions made to employers surplus account		(20 000)
Actuarial losses/(gains)	1 024	5 232
<b>Liability at end of year</b>	<b>32 915</b>	<b>24 885</b>

## Sensitivity Analyses – 2019

The sensitivity of the liability to changes in the net discount rate is disclosed below:

	Variation	Current liability	Revised Liability	% Change
<b>Assumption</b>	0.9% increase	32 915	10 012	(69.58%)
Net discount rate	0.9% decrease	32 915	64 320	95.42%

## Sensitivity Analyses – 2018

The sensitivity of the liability to changes in the net discount rate is disclosed below:

	Variation	Current liability	Revised Liability	% Change
<b>Assumption</b>	0.9% increase	24 885	2 214	(91.10%)
Net discount rate	0.9% decrease	24 885	56 805	128.278%

## Principal actuarial assumptions used for accounting purposes were

	2019	2018
Expected rate of return	9.87%	10.08%
Future pension increases	3.22%	3.60%
Future salary increases	6.86%	7.55%

The SA 56-62 ultimate table was used as a basis for mortality assumptions.

The University expects to pay R 64 million in contributions during 20120 in respect of its in-service members (i.e. R 21 million employer contribution and R 43 million employee contribution).

The sensitivity analyses above have been determined based on a method that extrapolates the impact on the defined benefit obligation as a result of reasonable changes in key assumptions occurring at the end of the reporting period. The sensitivity analyses are based on a change in a significant assumption, keeping all other assumptions constant. The sensitivity analyses may not be representative of an actual change in the defined benefit obligation as it is unlikely that changes in assumptions would occur in isolation from one another.

#### 11.4 Re-measurement gains and (losses) in other comprehensive income

Note	2019 R'000	2018 R'000
Post-retirement Medical Aid	22 400	12 807
National Retirement Tertiary Fund guarantee	(1 024)	(5 232)
Unisarf Actuarial (loss)/gain	8 594	73 757
Return on planned assets	(25 701)	(135 211)
	<b>4 269</b>	<b>(53 879)</b>

#### NOTE 12: ACCUMULATED LEAVE LIABILITY

	2019 R'000	2018 R'000
Balance at beginning of the year	358 063	329 131
Utilised during the year	(28 703)	(22 302)
Additional provisions	73 377	51 234
Balance at end of year	402 737	358 063

This represents the provision for annual leave. Entitlement to the leave pay out only occurs upon the passing away, resignation or retirement of a staff member.

#### NOTE 13: TRADE AND OTHER PAYABLES

	2019 R'000	2018 R'000
Trade payables	80 824	100 963
Sundry Creditors	295 968	247 924
Accruals	122 432	63 543
DHET (Gap Funding)		56 895
DHET (Vista Debtors)	14 461	14 425
South African Revenue services	105 574	88 033
Staff costs	230 836	184 043
NSFAS Deposit	179 320	
Other	201 079	235 909
	<b>1 230 495</b>	<b>991 735</b>

Terms and conditions of the above financial liabilities:

Trade and other payables are interest bearing and are normally settled on 60-day terms, except for DHET (Vista Debtors) which are non-interest bearing and payable upon demand.

## NOTE 14: DEFERRED INCOME

	2019 R'000	2018 R'000
<b>Department of Higher Education and Training – Grants</b>		
Balance as at 1 January	268 212	142 037
Amounts received during the year	58 415	214 084
Amounts spent during the year	(104 795)	(87 909)
<b>Balance as at 31 December</b>	<b>221 832</b>	<b>268 212</b>
Refer to note 27: Related Parties for the various grants received from the DHET		
<b>Other Grants</b>		
Balance as at 1 January	59 791	34 811
Amounts received during the year	12 015	39 092
Amounts spent during the year	(29 735)	(14 112)
<b>Balance as at 31 December</b>	<b>42 071</b>	<b>59 791</b>
The amount represents student fees received in advance in respect of the 2019 academic and financial year. The student fees are recognised as income in the year when tuition is provided to the student.	832	743
	<b>264 735</b>	<b>328 746</b>

## NOTE 15: FUNDS ADMINISTERED ON BEHALF OF DHET

	2019 R'000	2018 R'000
Funds administered on behalf of DHET	53 033	55 199
Less: Current portion	(6 336)	(6 108)
Non-current portion	46 697	49 091
As legal successor for the former Vista University, the University administers the medical aid liability of the Vista pensioners on behalf of the Department of Higher Education and Training. These funds are recognised as a non-current liability. Refer to note 7.		

## NOTE 16: STUDENT DEPOSITS

	2019 R'000	2018 R'000
This represents student debtors accounts which have been overpaid.	169 304	159 742

## NOTE 17: REVENUE FROM CONTRACTS WITH CUSTOMERS

	2019 R'000	2018 R'000
Tuition and other fee income	3 529 693	3 763 305
Sales of goods and services	<b>107 163</b>	<b>95 392</b>

Included in sales of goods and services line item in the statement of profit or loss and other comprehensive income, is revenue from contracts which relates to enrollment fees for short learning programmes.

## NOTE 18: INVESTMENT INCOME AND FAIR VALUE ADJUSTMENTS

	2019 R'000	2018 R'000
<b>Rental Income</b>	8 066	7 310
<b>Interest income</b>		
Financial assets measured at amortised cost	18 848	12 001
Debt instruments measured at fair value through profit and loss	276 102	252 279
	294 950	264 280
The interest income on financial assets at amortised cost have been recognised on the effective interest method.		
<b>Dividend income</b>		
Financial assets measured at fair value through profit and loss	117 722	88 461
	<b>420 738</b>	<b>360 051</b>
<b>Net (losses)/gains on:</b>		
Financial assets measured at fair value through profit and loss		
	<b>246 481</b>	<b>(666 623)</b>

## NOTE 19: PERSONNEL COSTS

	2019 R'000	2018 R'000
Academic and professional	2 465 633	2 373 936
Other personnel costs	3 049 363	2 763 426
	<b>5 514 996</b>	<b>5 137 362</b>

Included in Other personnel costs is an amount of R110,528 million (2018: R107,106 million) paid to invigilators, examiners tutors and markers.

Compensation paid to Senior Management and Council members is included in other personnel costs and disclosed in note 28.

### The number of persons employed as at 31 December 2017

	2019 R'000	2018 R'000
Full time	5 916	5 835
Part time	1 361	1 466
	<b>7 277</b>	<b>7 301</b>

## NOTE 20: OTHER CURRENT OPERATING COSTS

The following items have been charged in arriving at the net surplus:

	2019 R'000	2018 R'000
Supplies and services	1 279 979	1 159 093
Cost of services outsourced	40 056	36 357
Maintenance	180 916	184 520
Bursaries	118 023	81 862
Non-capitalised assets	125 048	94 250
Loss/(gain) on exchange rate transactions	24 760	(91 244)
Bad debts written off		22 950
Operating lease charges	53 418	38 243
Property (short term lease)	11 363	19 973
Printers (low value lease)	29 031	6 526
Vehicles (short term lease)	13 024	11 744
Auditors remuneration	21 520	9 074
Audit	17 494	6 628
Other services	4 026	2 446
	<b>1 843 720</b>	<b>1 535 106</b>



## NOTE 21: FINANCE COSTS

	2019 R'000	2018 R'000
Lease liabilities	5 247	7 187
Financial liabilities at amortised costs	1 290	716
	<b>6 537</b>	<b>7 903</b>

Finance costs on the financial liabilities at amortised cost have been recognised on the effective interest method.

## NOTE 22: FINANCIAL INSTRUMENTS

	Note	Total R'000	Financial assets measured at fair value through profit and loss R'000	Financial assets measured at amortised costs R'000	Financial liabilities measured at amortised cost
<b>2019</b>					
<b>Assets</b>					
Student receivables	6	340 610		340 610	
Trade and other receivables	6	699 126		699 126	
Other investments	7	7 664 715	7 664 715		
Cash and cash equivalents	8	726 809		726 809	
<b>Total assets</b>		<b>9 431 260</b>	<b>7 664 715</b>	<b>1 766 545</b>	
<b>Liabilities</b>					
Funds administered on behalf of DHET	15	(53 033)			(53 033)
Trade and other payables	13	(1 224 159)			(1 224 159)
Student deposits	16	(169 304)			(169 304)
<b>Total liabilities</b>		<b>(1 446 496)</b>			<b>(1 446 496)</b>
<b>2018</b>					
<b>Assets</b>					
Student receivables	6	186 960		186 960	
Trade and other receivables	6	478 998		478 998	
Other investments	7	7 169 842	7 169 842		
Cash and cash equivalents	8	305 786		305 786	
<b>Total assets</b>		<b>8 141 586</b>	<b>7 169 842</b>	<b>971 744</b>	
<b>Liabilities</b>					
Funds administered on behalf of DHET	15	(55 199)			(55 199)
Trade and other payables	13	(985 627)			(985 627)
Student deposits	16	(159 743)			(159 743)
<b>Total liabilities</b>		<b>(1 200 569)</b>			<b>(1 200 569)</b>

### Financial risk management

The University's principal financial instruments comprise the following: financial assets at fair value through profit or loss (including equity instruments, debt instruments and unit trust investments) as well as cash and cash equivalents. The main purpose of these financial instruments is to fund the University's current and future operations. The University has other financial assets and liabilities such as student and other receivables and trade payables, which arise directly from its operations.

The main risks arising from the University's financial instruments are credit risk, market risk and liquidity risk.

The University's financial risk management objectives and policies are governed by a formalised investment policy and related procedures approved by the Council of the University. The means by which the risks referred to above are managed include a specified strategic asset allocation between different categories of financial assets and the appointment of specialised investment managers. The investment managers are issued with specific mandates that include restrictions to manage the financial risks referred to above. The Operational Investment Committee monitors the investment performance on a regular basis.

The University does not undertake any specific hedging activities.

## 22.1 Credit risk

Credit risk is the risk of financial loss to the University if a student, employee or counter party to a financial instrument fails to meet its contractual obligations, and arises principally from the University's receivables from students, employees and investment securities.

The University is exposed to credit risk arising from student receivables relating to outstanding fees. The University requires students to pay a minimum deposit on registration in respect of fees in order to mitigate this risk. Outstanding fees are monitored on a regular basis and action is taken in respect of long outstanding amounts. Significant increase in credit risk is considered to have occurred when all avenues for collections have been exhausted. To this extent the University continues following the debtors to prevent prescription. Write off will only take place when the possibility of collection is considered remote and after all avenues of collection have been exhausted.

Credit risk also arises from the University's other financial assets, which comprise cash and cash equivalents and financial assets at fair value through profit or loss. The University places cash and cash equivalents with reputable financial institutions and invests through specialised investment managers with mandates restricting credit risk exposure.

### 22.1.1 Exposure to credit risk

#### Expected credit losses

The ageing of student receivables at the reporting date was:

	2019		2018	
	Gross debtors impaired R'000	Gross debtors not impaired R'000	Gross debtors impaired R'000	Gross debtors not impaired R'000
Past 120 days	252 425	340 610	318 576	186 960
More than one year				
<b>Total</b>	<b>252 425</b>	<b>340 610</b>	<b>318 576</b>	<b>186 960</b>

All debtors that are past 120 days are past due.

The maximum exposure to credit risk for student fees receivables at the reporting date by geographic region was:

	2019 R'000	2018 R'000
Domestic	297 233	180 498
Foreign students	43 377	6 462
	<b>340 610</b>	<b>186 960</b>

For other financial assets the maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statement of financial position.

## 22.2 Market risk

### 22.2.1 Interest rate risk

The University manages its exposure to interest rate risk by limiting its investments in interest-bearing financial assets, as specified in its strategic asset allocation and mandate to investment managers.

## 22.2.1.1 Exposure to interest rate risk

### 22.2.1.1.1 Short term assets

The following table reflects the market value of the domestic cash portfolio:

	2019 R'000	2018 R'000
Bank balances	682 726	272 278
Money market deposits	44 083	33 508

The University measures the value of the domestic cash portfolio for the purposes of its financial statements at amortised costs. As such, the market risk variable to which the University is exposed in terms of these assets is interest rates (domestic only). Cash balances bear interest at variable rates.

#### Sensitivity analysis: Interest Rate Movements

The sensitivity analysis below focuses on cash flow sensitivity (the impact on future interest-related cash flows). It is understood that while interest rate changes may not have a significant impact on the fair value of the domestic cash portfolio, they would impact variable interest cash flows. The cash flow impact on the portfolio of a 2% parallel increase/decrease in South African interest rates was therefore considered. These amounts represent the expected impact on equity and profit or loss.

The following sensitivity analysis which was based on a regression model using data from 31 January 2002 to 31 December 2019:

	Scenario 1	Scenario 2
Annual change in interest rate	2.00%	(2.00%)
Projected portfolio performance	9.56%	5.56%
	Scenario 1 R'000	Scenario 2 R'000
Projected interest cash flows for 2020	112 342	65 322

The following sensitivity analysis which was based on a regression model using data from 31 January 2002 to 31 December 2018:

	Scenario 1	Scenario 2
Annual change in interest rate	2.00%	(2.00%)
Projected portfolio performance	9.49%	6.64%
	Scenario 1 R'000	Scenario 2 R'000
Projected interest cash flows for 2019	78 846	55 147

The method and assumptions have remained the same as for the prior years.

### 22.2.1.1.2 Bond Portfolio

The University measures the value of the abovementioned portfolio at fair value (market value).

#### Sensitivity analysis: interest rate movements

The table below sets out the impact on the fixed interest portfolios and the resulting impact on profit or loss and equity (on a pre-tax basis) of a 2% parallel increase in South African interest rates (relevant for the domestic fixed interest portfolios). All other variables have been kept constant. Note that a negative impact reflects the fact that the fair value of the fixed interest portfolios will decrease in response to an increase in interest rates. The analysis is performed on the same basis as for 2018.

	2019 R'000	2018 R'000
Domestic bond portfolio	(166 710)	(191 743)
	<b>(166 710)</b>	<b>(191 743)</b>

The table below sets out the impact on the fixed interest portfolios and the resulting impact on profit or loss and equity (on a pre-tax basis) of a 2% parallel decrease in South African interest rates (relevant for the domestic fixed interest portfolios). Note that a positive impact reflects the fact that the fair value of the fixed interest portfolios will increase in response to a decrease in interest rates. The analysis is performed on the same basis for 2018.

	2019 R'000	2018 R'000
Domestic bond portfolio	195 342	235 791
	<b>195 342</b>	<b>235 791</b>

### 22.2.2 Foreign currency risk

The University's exposure to foreign currency risk arises from Ethiopian student fee income, international portfolio investments and foreign currency asset purchases. The University's international portfolio is managed by its asset manager. The remaining foreign currency exposure is not managed on an active basis.

#### 22.2.2.1 Exposure to currency risk

As at 31 December 2019, the University had R1,50 billion (2018: R1,57 billion) invested in international assets within the long-term portfolio in equities.

#### Sensitivity analysis: Exchange Rate Movements

A 10% strengthening of the Rand (ZAR) against the following currencies as at 31 December would have changed (increased/(decreased)) equity and profit or loss (on a pre-tax basis) by the amounts shown below. This analysis assumes that all other variables remain constant. (For example, the US Dollar figure assumes that the Rand strengthens against the US Dollar only, and remains constant against the other currencies). The analysis is performed on the same basis as for 2018.

	2019 R'000	2018 R'000
US Dollar	(97 882)	(94 798)
Euro	(36 637)	(24 354)
Japanese Yen	(10 741)	(5 650)
	<b>(145 260)</b>	<b>(124 802)</b>

A 10% weakening of the Rand against the above currencies as at 31 December would have the equal but opposite effect on the above currencies to the amounts shown above, on the basis that all other variables remain constant.

## 22.2.3 Other Market price risks

### 22.2.3.1 Equity price risk

Equity price risk that arises from equity securities at fair value through profit or loss is minimal, as the University follows a long-term and conservative investment strategy. The primary goal is to maximise investment returns. The equity portfolio is managed by specialised fund managers with specific mandates.

### 22.2.3.2 Exposure to equity price risk

As at 31 December 2019, the University had 62% (2018: 64%) of its equity portfolio invested in domestic equities and 38% (2018: 36%) in international equities. The University measures the value of the equity portfolio at fair value (market value). The market risk variable to which the University is exposed in terms of these assets is equity indices (domestic and international).

#### Sensitivity analysis

The impact on the equity portfolios and the resulting impact on profit or loss (on a pre-tax basis) of a 20% fall in the JSE All Share Index (relevant for the domestic equity portfolio) and a 10% decrease in the MSCI World Equity Index (relevant for the global equity portfolios) is as follows (the analysis is performed on the same basis as for 2018):

	2019 R'000	2018 R'000
Domestic equity portfolio	(437 266)	(444 406)
International equity portfolio	(180 798)	(148 868)
	<b>(618 064)</b>	<b>(593 274)</b>

A 20% increase in the value of the JSE All Share Index and a 10% increase in the value of the MSCI World Equity Index as at 31 December 2019 would have the equal but opposite effect to the amounts shown above, on the basis that all other variables remain constant.

## 22.3 Liquidity risk

The University's operations are mainly cash driven. The liquidity is managed to ensure, as far as possible, that the University will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the University's reputation. The Operational Investment committee is tasked to manage the cash and liquidity requirements.

## 22.4 Maturity analysis

2019	Note	Carrying amount R'000	Within 1 year R'000	2-5 years R'000	More than 5 years R'000
Funds administered on behalf of DHET	15	53 033	6 336	22 918	23 779
Trade and other payables	13	1 224 159	1 224 159		
Student deposits	16	169 304	169 304		
		<b>1 446 496</b>	<b>1 399 799</b>	<b>22 918</b>	<b>23 779</b>
2018	Note	Carrying amount R'000	Within 1 year R'000	2-5 years R'000	More than 5 years R'000
Funds administered on behalf of DHET	15	55 199	6 108	21 526	27 565
Trade and other payables	13	985 627	985 627		
Student deposits	16	159 743	159 743		
		<b>1 200 569</b>	<b>1 151 478</b>	<b>21 526</b>	<b>27 565</b>

## 22.5 Fair values

The fair values together with the carrying amounts of all financial instruments shown in the statement of financial position are as follows:

	Note	2019		2018	
		Carrying amount R'000	Fair Value R'000	Carrying amount R'000	Fair Value R'000
Debt instruments at fair value through profit or loss					
Quoted debt instruments	7	3 096 582	3 096 582	2 520 929	2 520 929
Equity instruments as fair value through profit or loss					
Listed equity investments	7	4 385 983	4 385 983	4 472 061	4 472 061
Non-listed equity investments	7	182 150	182 150	176 852	176 852
		<b>7 664 715</b>	<b>7 664 715</b>	<b>7 169 842</b>	<b>7 169 842</b>
Financial liabilities carried at amortised cost					
Funds administered on behalf of DHET	15	53 033	53 033	55 199	55 199
		<b>53 033</b>	<b>53 033</b>	<b>55 199</b>	<b>55 199</b>

### Estimation of fair values

The following summarises the major methods and assumptions used in estimating the fair values of financial instruments reflected in the above table.

### Listed debt and equity securities

Fair value is based on quoted market prices at the reporting date without any deduction for transaction cost.

### Funds administered on behalf of DHET

Fair value is indirectly based on the quoted market prices of the underlying listed debt and equity securities at the reporting date without any deduction for transaction cost.

### Unit trust investments

The fair value of unit trust investments is determined as the redemption value of these investments at the reporting date.

### Student and other receivables/payables, cash, cash equivalents and student deposits

Due to the short-term nature of receivables/payables, cash, cash equivalents and student deposits, the carrying amount is deemed to reflect the fair value.

## 22.6 Fair Value hierarchy

The table below analyses financial instruments carried at fair value, by valuation method. The different levels have been defined as follows:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities
- Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices)
- Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs)

	Level 1 R'000	Level 2 R'000	Level 3 R'000	Total R'000
<b>31 December 2019</b>				
<b>Financial Assets</b>				
Equity investments measured at fair value through profit or loss (unlisted)			182 150	182 150
Equity investments and bonds measured at fair value through profit or loss (listed)	7 482 565			7 482 565
<b>Financial Liabilities</b>				
Funds administered on behalf of DHET		53 033		53 033
	Level 1 R'000	Level 2 R'000	Level 3 R'000	Total R'000

<b>31 December 2018</b>				
<b>Financial Assets</b>				
Equity investments measured at fair value through profit or loss (unlisted)			176 852	176 852
Equity investments and bonds measured at fair value through profit or loss (listed)	6 992 990			6 992 990
<b>Financial Liabilities</b>				
Funds administered on behalf of DHET		55 199		55 199

There have been no transfers between categories.

### Equity investments measured at fair value through profit or loss (unlisted)

The unlisted investments relates to a property investment portfolio. The fund managers have confirmed that the registered professional valuers, namely Broll Valuation and Advisory Services and Jones Lang LaSalle Proprietary Ltd.

The basis of value is 'fair value' which is defined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

The objective of a fair value measurement is to estimate the price at which an orderly transaction to sell the asset or to transfer the liability would take place between market participants at the measurement date under current market conditions.

The properties have been valued using the discounted cash flow methodology whereby the forecasted net cash flow and residual value of the asset at the end of the forecasted cash flow period is discounted back to the valuation date, resulting in a present value of the asset.

The residual value is calculated by capitalising the net income forecasted for the 12-month period immediately following the final year of the cash flow at the exit capitalisation rate.

Valuers may use any reasonable method for developing an appropriate discount rate with consideration being given to:

- the type of asset being valued;
- the rates implicit in comparable transactions in the market;
- the geographic location of the asset and/or the location of the markets in which the asset would trade;

- the life/term and/or maturity of the asset and the consistency of inputs; and
- the bases of value being applied.

The discount rate and exit capitalisation rate are then tested for reasonableness and benchmarked against recent comparable sales and surveys prepared by the MSCI and South African Property Owners Association (SAPOA).

Inter-relationship between key unobservable inputs and fair value measurements:

The estimated fair value would increase/(decrease) if:

- exit capitalisation rate was lower/(higher);
- discount rate was lower/(higher);
- vacancy and rent free periods were shorter/(longer);
- expected market rental growth was higher/(lower); and
- expected expense growth was lower/(higher).

### Level 3: Reconciliation

	2019 R'000	2018 R'000
Balance at beginning of the year	176 852	167 784
Gains recognised in the statement of profit and loss and other comprehensive income line item: Fair value adjustment – investments	5 298	9 068
Balance at end of year	182 150	176 852

## NOTE 23: CONTINGENT LIABILITIES

### 23.1 Guarantees

A contingent liability in the form of guarantees, amounting to R241 000 (2018: R253 000) exists in respect of loans and bank facility guarantees.

### 23.2 Industrial Relations

At 31 December 2019 outstanding claims amounting to approximately R36 million (2018: R27.5 million) in respect of on-going industrial relations litigation existed. No provisions for settlement of these claims have been recognised at reporting date.

## NOTE 24: COMMITMENTS

### 24.1 Capital commitments

Contracts negotiated and orders placed in respect of capital items and inventories not yet executed:

	2019 R'000	2018 R'000
Property, plant and equipment	81 649	301 398
Inventories and services	340 794	1 234 422
	<b>422 443</b>	<b>1 535 820</b>



## NOTE 25: CASH GENERATED FROM OPERATIONS

Reconciliation of net surplus to cash generated from operations:

	Note	2019 R'000	2018 R'000
<b>Net surplus</b>		897 930	53 140
Adjustments for:			
IFRS 15 adjustments			20 098
Pension fund loss/(surplus) recognised	11.2	9 103	(4 151)
Fair value adjustments	17	(246 481)	666 623
Impairment Losses			92 134
Depreciation and amortisation		340 145	329 276
Loss on sale property plant and equipment		1 112	141
Loss on sale of investments		4	31
Investment income	17	(420 738)	(360 051)
Finance costs	20	6 537	7 903
Net foreign exchange differences		24 760	(96 228)
Increase in post-employment obligation	11.1	86	11 103
Decrease in funds administered on behalf of the DHET		(2 398)	(10 991)
Changes in working capital (excluding the effects of acquisition and disposal):		<b>(192 714)</b>	(72 878)
Trade and other receivables		(437 009)	(74 662)
Inventories	5	7 277	(18 990)
Trade and other payables		237 018	20 774
<b>Cash generated from operations</b>		<b>417 346</b>	<b>636 150</b>

## NOTE 26: ESTIMATIONS AND JUDGEMENT APPLIED BY MANAGEMENT IN APPLYING THE ACCOUNTING POLICIES

The following estimations and judgements were applied by the Council and Management in applying the accounting policies.

### 26.1 Write-down of inventory

The level of study material and prescribed books on hand at each reporting date is examined and compared to the historical usage and estimated future student registrations. Study material that will be revised within a two year period is also identified. Any material in excess of demand is written down and reflected at their scrap value.

Damaged inventory is similarly written down when identified.

### 26.2 Post retirement employee benefits

The estimations and assumptions applied by the independent actuaries in valuing the University's post-retirement pension fund and medical aid liabilities are fully disclosed in the related notes.

### 26.3 Other

The expected credit loss allowance is estimated based on macro and micro-economic factors, taking into account challenges such as " fees must fall, zero fees increases, and the call for free education", which affect the Higher Education Sector. These underlying macro-economic factors correlates with the University's student debt profile

Refer to note 6 for estimations relating to IFRS 9 estimations.

Refer to accounting policy 1.20 relating to IFRS 15 estimations.

## NOTE 27: RELATED PARTIES

The University consolidation includes University of South Africa, The Unisa Foundation, The Unisa Fund Inc., and the Unisa Enterprises (Pty) Ltd.

### 27.1 Senior Management and employees

#### 27.1.1 Emoluments paid to Senior Management

Senior Management has been defined on all post grades between Deputy Executive Dean/Director and the Principal and Vice chancellor. Please refer to note 28 for more detail.

#### 27.1.2 Study benefits

In terms of conditions of service, employees and dependants are entitled to the following study benefits:

- Senior Management and their close relatives who study at any other recognised tertiary institution will receive a subsidy from the University. During 2019 an amount of R98 686 (2018: R151 730) was paid as subsidies.
- Senior Management and their close relatives who study at the University will only pay the cost for one undergraduate semester module. In certain cases the study fees will be subsidised in full. During 2019 the benefit granted amounted to R nil (2018: R nil).

### 27.2 Exchanges with the Department of Higher Education and Training (DHET)

The DHET is the largest provider of funding to the University.

#### 27.2.1 Funds administered on behalf of DHET

	2019 R'000	2018 R'000
Funds administered	53 033	55 199

The University has been appointed as legal successor for the former Vista University. In terms of a memorandum of agreement with the DHET the University will administer the medical aid liability of the Vista's pensioners on behalf of the DHET.

#### 27.2.2 Amount receivable from the DHET

	2019 R'000	2018 R'000
Subsidy received	4 137 973	3 512 196

#### 27.2.3 Funds allocated for the improvement of teaching/learning facilities and infrastructure, student output efficiencies and for staff restructuring

	2019 R'000	2018 R'000
Amount charged through profit and loss	446	121

The DHET has allocated R100 million in 2007 to the University for the improvement of infrastructure and student output efficiencies. The funds will be spent according to the pre-approved project plans submitted to the DHET. The University is required to submit regular reports to the DHET on the implementation of the projects, including accounting for all expenditure.

#### 27.2.4 Funds allocated for University capacity grant

	2019 R'000	2018 R'000
Amount allocated	46 892	94 500
Amount spent	61 040	62 434
Amount charged through profit and loss	61 040	62 434

The DHET has allocated development funding for the improvement of teaching. The funds will be spent within the parameters as set out in the University's proposal to the DHET. The University will be required to submit regular reports.

#### 27.2.5 Funds allocated for new infrastructure and efficiency funding

	2019 R'000	2018 R'000
Amount allocated		115 868
Amount spent	8 206	

The DHET has allocated new infrastructure and efficiency funding. These funds will be spent within the parameters as set out by the DHET.

#### 27.2.6 Funds allocated for veterinary sciences programmes

	2019 R'000	2018 R'000
Amount allocated	1 523	1 194
Amount spent	1 831	1 791
Amount charged through profit and loss	1 831	1 791

The DHET has allocated funding for the improvement of equity profiles of veterinary sciences programmes, increases in the graduate outputs of these programmes, institutional cooperation and improvements in the geographical distribution of veterinary sciences specialization.

#### 27.2.7 Funds allocated for new generation of academics programme (nGap)

	2019 R'000	2018 R'000
Amount allocated	10 000	12 500
Amount spent	12 076	7 576
Amount charged through profit and loss	12 076	7 576

The DHET has allocated funding for the New Generation of Academics Programme. The funds will be spent within the parameters as set out in the University's proposal to the DHET. The University will be required to submit regular reports.

### 27.2.8 Funds allocated for infrastructure and efficiency (FC1 to FC9)

	2019 R'000	2018 R'000
Amount spent	21 198	87 130
Amount charged to profit and loss	18 096	23 980
Amount charged through profit and loss	18 096	13 876

The DHET has allocated funding for infrastructure and efficiency. The funds will be spent within the parameters as set out in the University's proposal to the DHET. The University will be required to submit regular reports.

### 27.2.9 Funds allocated for teaching collaborative grant

	2019 R'000	2018 R'000
Amount allocated		
Amount spent		1 191

The DHET has allocated funding for the teaching and collaborative grant. The funds will be spent within the parameters as set out in the University's proposal to the DHET. The University will be required to submit regular reports.

### 27.2.10 Post-employment benefit plans

Contributions by the University to these plans are disclosed in note 11.

### 27.2.11 Exchanges with Unisa Enterprises (Pty) Ltd

During January 2019, the Bureau of Market Research a division within Unisa was split off into a separate legal entity. Reconfiguring the BMR aims to secure efficient research business operations and ultimately enhanced third-stream income earnings resulting particularly from commissioned research services provided by the BMR (Pty) Ltd to external stakeholder groups. This envisioned strategy aligns with strategic objective 7 of Unisa that postulates "to be a financially healthy institution with a critical contribution of third stream income to revenue". Key drivers supporting the decisions of the Unisa Council and Management to incorporate the BMR as a wholly-owned subsidiary of the Unisa Enterprise (Pty) Ltd at the start of 2019, mainly related to the sizeable market capitalization and brand equity value built up by the BMR over almost 60 years. Other attractive business features endorsing the more independent functioning of the BMR included its matured research business model, exemplary leadership and corporate governance structures, a highly experienced research staff complement, sustainable financial performance and well-established external stakeholder relations epitomising valuable public/private strategic research stakeholder relationships.

## NOTE 28: COMPENSATION PAID TO EXECUTIVE MANAGEMENT AND COUNCIL MEMBERS

### Compensation paid to Executive Management – 2019

The following disclosure relates to compensation paid to Executive staff. Remuneration is based on the cost of employment to the institution comprising flexible remuneration packages. Long term benefits includes salaries.

NAME	OFFICE HELD	Long term	Perfor-	Allowance	Leave	Internal	Profit	Other	TOTAL
		benefits	mance		Pay-out	contract	Sharing	Allo-	COSTS
		R'000	Bonus	R'000	R'000	R'000	R'000	wances	R'000
			R'000					R'000	
Prof M S Makhanya	Principal and Vice Chancellor	4 269							4 269
Dr M M Socikwa	VP Operations and Facilities	2 500	415	14					2 929
Mr PZR Zwane	Chief Financial Officer	2 504	405	14					2 923
Ms PH Tshabalala	Vice Principal ICT/ CIO	2 554	07						2 861
Prof VI McKAy	Executive Dean	2 078	243	470					2 791
Prof SK Ndlovu	Vice Principal Advisory and Assurance Services	2 363	360	14					2 737
Prof TS Meyiwa	VP Research Postgrad Studies Innovation & Commercialisation	2 252	360	3					2 615
Prof LI Zungu	Executive Dean	2 046		223		316		10	2 595
Prof MJ Linington	Executive Dean	2 327	251	14					2 592
Dr EP Mokgobu	VP Institutional Development and Transformation	2 363	180	14					2 557
Prof EO Mashile	Executive Director: Tuition and Facilitation of Learning	2 090	225	212					2 527
Prof L Labuschagne	Executive Director Research	2 137	360	10				10	2 517
Mr MS Christoffels	Executive Director	2 144	308	14					2 466
Ms R Mathura	Executive Director	1 998	246	199					2 443
Prof RT Mpofo	Deputy Executive Dean	1 763	190	442				25	2 420
Prof PH Havenga	Executive Director Academic Planner	2 387		5					2 392
Prof A Phillips	Executive Dean	1 996	227	166					2 389
Dr F Goolam	Registrar	2 363		13					2 376
Prof PM Sebate	Deputy Executive Dean Education	1 748	205	390				25	2 368
Mr GM Letsoalo	ED: ICT Planning and Governance	2 316		14					2 330
Prof BB Mamba	Executive Dean	1 995	246	14				48	2 303
Dr LL Ntswane	Executive Director Study Material Publ Prod and Delivery	1 942	132	220					2 294
Dr BE Zawada	Deputy Executive Dean	1 848	221	123					2 192
Prof MT Mogale	Executive Dean	1 938	234	14					2 186
Dr JJ Baloyi	Deputy Registrar Governance	1 982	96	58				26	2 162
Prof LL Lalendle	Executive Director	2 097		13					2 110
Mr BR Nkosi	Executive Director: Governance and Project Management	2 088							2 088
Dr SD Selematsela	Executive Director	1 842	204	9					2 055

NAME	OFFICE HELD	Long term	Perfor-	Allowance	Leave	Internal	Profit	Other	TOTAL
		benefits	mance						
		R'000	Bonus	R'000	R'000	R'000	R'000	R'000	R'000
Prof M Basdeo	Executive Dean	1 975	43						2 051
Mr R Bezuidenhout	Acting Dep Registrar Student Administration and System Integration (01/01/2019 to 31/08/2019)	1 625	143	275					2 043
Dr MJ Mashiapata	Acting Executive Director: Tuition and Facilitation of Learning (02/01/2019 to 30/06/2019)	1 453	156	367			33		1 976
Mr PB Mabelo	Executive Director	1 942		14					1 956
Mr MZ Dlamini	Executive Director Human Resources	1 942		14					1 956
Dr MG Kanakana-Katumba	Deputy Executive Dean	1 747	170	14					1 931
Prof MM Moleki	Deputy Executive Dean (13/09/2019 to 31/12/2019)	1 177	11	670				46	1 904
Dr MP Molapo	Executive Director	1 797	100						1 897
Prof SR Magano	Deputy Executive Dean	1 783	65						1 848
Ms JSK Mahlare	Executive Director	1 796		9					1 805
Mr XB Lingani	Chief Audit Executive	1 796		4					1 800
Ms J Grosskopf	Acting Executive Director (15/01/2019 to 30/06/2019)	1 482	138	154					1 774
Mr BA Stanfliet	Acting Executive Director (04/11/2019 to 24/12/2019)	1 558	145	62					1 765
Prof S Ndlovu-Gatsheni	Acting Executive Director: Change Management Unit (01/01/2019 – 31/06/2019)	1 313				303		131	1 747
Prof MD Magano	Acting Deputy Executive Dean Education (01/06/2019 to 31/12/2019)	1 168	50	420			13	110	1 761
DR ML Bopape	Acting Executive Director Change Management Unit (02/01/2019 to 30/09/2019)	1 247				471		7	1 725
Mr AE Maudu	Acting Executive Director (13/06/2019 to 24/12/2019)	1 384	122	212					1 718
Prof MS Ngwenya	Acting Deputy Executive Dean: Economic and Management Sciences (01/06/2019 – 31/12/2019)	1 151				311		109	1 571
Prof PL Mabunda	Deputy Executive Dean Education (01/03/2019 to 31/05/2019)	1 121				358		23	1 566

NAME	OFFICE HELD	Long term	Perfor-	Allowance	Leave	Internal	Profit	Other	TOTAL
		benefits	mance					Allo-	
		R'000	Bonus	R'000	Pay-out	contract	Sharing	wances	R'000
			R'000		R'000	R'000	R'000	R'000	
Prof AG Oosthuizen	Acting Deputy Executive Dean (01/01/2019 to 28/02/2019)	1 157	48	272				60	1 537
MS M Gandela	Acting Deputy Executive Dean (15/10/2019 to 24/12/2019)	944	33	537				5	1 519
Ms MC Masalesa	Acting Deputy Registrar (01/08/2019 to 31/10/2019)	1 367	114	100					1 581
Prof OJ Kole	Acting Deputy Executive Dean College of Law (01/01/2019 to 31/12/2019)	933	52	359				88	1 432
Prof GP Coetzee	Deputy Executive Dean (resigned 30/09/2019)	1 388	216	11					1 615
Prof LDM Lebeloane	Deputy Executive Dean: Education	1 268		78		9		28	1 383
Prof L Ntsalaze	Acting Executive Dean (01/01/2019 to 24/12/2019)	949		428					1 377
Prof MD Nicolau	Acting Executive Dean: Agriculture and life Sciences (12/12/2019 – 31/12/2019)	1 037		267				61	1 365
Mr WR Chauke	Acting Executive Director (01/11/2019 to 24/12/2019)	1 150	46	83				19	1 298
Prof MC Mulaudzi	Acting Deputy Executive Dean: Economic and Management Sciences (01/03/2019 – 31/05/2019)	1 043	18				109	71	1 241
Dr JS Chalufu	Acting Executive Director (01/03/2019 to 31/07/2019)	792	78	173					1 043
Adv MP Manny	Executive Director (appointed 01/07/2019)	959		2					961
Ms ZA Mamabolo	Executive Director: Risk and Compliance (appointed 01/07/2019)	959							959
Mr Y Singh	Acting Executive Director (01/01/2019 to 31/05/2019)	592	153	153					898
Prof ZT Motsa Madikane	Executive Director Leadership and Transformation	436	90			144		25	695
Prof MS Mothata	Dep Registrar Student Administration and System Integration (appointed 01/09/2019)	602							602

## Compensation paid to Executive Management – 2018

The following disclosure relates to compensation paid to Executive staff. Remuneration is based on the cost of employment to the institution comprising flexible remuneration packages. Long term benefits includes salaries.

NAME	OFFICE HELD	Long term benefits	Performance Bonus	Allowance	Leave Pay-out	Internal contract	Profit Sharing	Other Allowances	TOTAL COSTS
		R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Prof M S Makhanya	Principal and Vice Chancellor	4 062	1 121					34	5 217
Mr PZR Zwane	Chief Financial Officer	2 380	496	14		97			2 987
DR M M Socikwa	Vice Principal Operations and Facilities	2 377	470	14					2 861
Dr I O G Moche	Vice Principal Teaching Learning Community Engagement & Student Support	2 377	470					10	2 857
Prof P H Havenga	Executive Director: Academic Planner	2 271	321	5		25			2 622
Prof M J Linington	Executive Dean: College of Agriculture and Environmental Sciences	2 214	306	14				20	2 554
Prof E O Mashile	Executive Director: Tuition and Facilitation of Learning	1 987	262	273		17			2 539
Mr GM Letsoalo	Executive Director: ICT	2 213	302	14					2 529
Mr M Christoffels	Executive Director: ICT								2 469
	Acting Chief Information Officer (01/01/2019 – 07/05/2019)	2 040	240	189					2 469
Mr J C van Wyk	Executive Director: Legal Services	2 103	354						2 457
Prof BB Mamba	Executive Dean: Science Engineering and Technology (CSET)	1 898	262	12		163		24	2 359
Prof S K Ndlovu	Vice Principal Advisory and Assurance Services	2 250		15					2 265
Prof V A McKay	Executive Dean: College of Education (CE)	1 975	267	9					2 251
DR SD Selematsela	Executive Director: Unisa Library								
	Acting Vice Principal: Research Postgraduate Studies Innovation and Commercialisation (01/01/2019 – 31/05/2019)	1 752	258	216					2 226



NAME	OFFICE HELD	Long term benefits	Performance Bonus	Allowance	Leave Pay-out	Internal contract	Profit Sharing	Other Allowances	TOTAL COSTS
		R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Prof MK Havenga	Executive Dean: College of Graduate Studies	1 899	262	14		25		24	2 224
Prof MT Mogale	Executive Dean: Economic and Management Sciences (CEMS)	1 952	250	14					2 216
Dr Q M Temane	Deputy Registrar	1 413	365	250	182				2 210
Ms R Mathura	Executive Director: Finance	1 901	276	5				19	2 201
Prof E Sadler	Executive Dean: Accounting Sciences (CAS)	1 920	253	14					2 187
Prof AP Phillips	Executive Dean: Human Sciences (CHS)	1 899	262	10					2 171
Prof GP Coetzee	Deputy Executive Dean: Accounting Sciences (CAS)	1 758	232	4		106			2 100
Prof S Ndlovu- Gatsheni	Acting Executive Director: Change Management Unit (01/01/2019 – 31/12/2019)	1 232		621		215			2 068
Prof L Labuschagne	Executive Director: Research	1 994		10		29			2 033
Prof B E Zawada	Deputy Executive Dean: College of Human Sciences	1759	238	5		31			2 033
Ms L Griesel	Executive Director: Strategy, Planning and Quality Assurance	1 055	418	179	340				1 992
Prof R S Tshaka	Acting Executive Dean: CHS (01/06/2019 – 31/08/2019)	1 139	129	349		225		20	1 862
Mr TT Letsoela	Chief Executive Officer Unisa Enterprise	1 849		10					1 859
Mr S M Phuthogo	Acting Chief Audit Executive (01/08/2019 – 24/12/2019)	1 507	173	147					1 827
Prof P M Sebate	Deputy Executive Dean: Education	1 664	45	79				24	1 812
	Acting Executive Dean: Education (15/10/2019 – 31/12/2019)	1 664	45	79				24	1 812
Prof A Davis	Acting Executive Director : Research (16/04/2019 – 06/07/2019)	1 034	174	286		188	129		1 811
Dr M J Mashipata	Acting Executive Director: Tuition and Facilitation of Learning (01/06/2019 – 24/12/2019)	1 382	148	225				23	1 778
Mr R C Harding	Acting Deputy Registrar (15/10/2019 – 24/12/2019)	1 501	147	89					1 737

NAME	OFFICE HELD	Long term benefits	Performance Bonus	Allowance	Leave Pay-out	Internal contract	Profit Sharing	Other Allowances	TOTAL COSTS
		R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Dr K Kisoonduth	Acting Executive Director: Human Resources (12/02/2019 – 02/03/2019, 04/06/2019 – 30/06/2019)	1 519	167	41					1 727
Ms JSK Mahlare	Executive Director: Institutional Advancement	1 710		8					1 718
Prof M S Ngwenya	Acting Deputy Executive Dean: Economic and Management Sciences (01/06/2019 – 31/08/2019)	1 174	161	307		75			1 717
Mr Y Singh	Acting Executive Director: Risk and Compliance (01/01/2019 – 31/12/2019)	1 352		365					1 717
Ms K E Kekana	Acting Executive Director: Library Services (01/05/2019 – 31/05/2019)	1 373	273	43				9	1 698
Ms L S Nkosi	Acting Executive Director: Library Services (02/01/2019 – 28/02/2019)	1 449	143	69					1 661
Mr H F Swanepoel	Acting Executive Director: Human Resources (05/03/2019 – 06/04/2019, 01/05/2019 – 01/06/2019, 01/07/2019 – 31/07/2019)	1 376	139	115				24	1 654
Prof LDM Lebeloane	Deputy Executive Dean: Education	1 180		316		107		25	1 628
Prof S R Magano	Acting Deputy Executive Dean: Agriculture and life Sciences (01/06/2019 – 31/08/2019)	1 130	161	302		17		10	1 620
Prof M D Nicolau	Acting Deputy Executive Dean: Agriculture and life Sciences (01/09/2019 – 30/11/2019)	1 050	165	307		78			1 600
Prof T Mgutshini	Acting Deputy Registrar (01/06/2019 – 30/06/2019)	1 287	51	208		40			1 586
Prof T Meyiwa	Vice Principal: Research, Postgraduate Studies, Innovation and Commercialisation	1 312		254					1 566

NAME	OFFICE HELD	Long term benefits	Performance Bonus	Allowance	Leave Pay-out	Internal contract	Profit Sharing	Other Allowances	TOTAL COSTS
		R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Dr D T Hulbert	Acting Executive Director: ICT (01/01/2019 – 07/05/2019)	1 397		155					1 552
Prof M Basdeo	Executive Dean: Law	1 130	43	208		146			1 527
Mr M S Motebele	Acting Executive Director: University Estates (01/01/2019 – 30/06/2019)	1 325		196					1 521
Dr M P Molapo	Acting Executive Director: Research (01/01/2019 – 31/05/2019)	1 378		130					1 508
Ms A Steenkamp	Chief Information officer (resigned 31/07/2019)	1 173	282		49				1 504
Ms P H Tshabalala	Vice Principal: ICT	1 498							1 498
Prof M C Mulaudzi	Acting Deputy Executive Dean: Economic and Management Sciences (01/03/2019 – 31/05/2019)	951	165	313		25		24	1 478
Dr E P Mokgobu	Vice Principal: Institutional Development and Transformation	1 468		7					1 475
Mr A E Maudu	Acting Executive Director: Study Material Production and Delivery (23/01/2019 – 30/04/2019)	1 318		108					1 426
Dr F Goolam	Registrar	1 125		261					1 386
Dr E M Johannes	Acting Executive Director: Strategy Planning and Quality Assurance (01/02/2019 – 07/05/2019, 01/08/2019 – 24/12/2019)	1 061	37	263					1 361
Ms B M Molawa	Acting Executive Director: Library Services (01/03/2019 – 30/04/2019)	1 290		65					1 355
Dr M Kanakana-Katumba	Deputy Executive Dean (Resigned)	1 314		12					1 326
Mr B Albrecht	Acting Executive Director: Human Resources (01/07/2019 – 31/07/2019)	1 101	43	34				18	1 196
Dr L L Ntswane	Executive Director: Study Material Publication Production and Delivery	1 170							1 170

NAME	OFFICE HELD	Long term benefits	Performance Bonus	Allowance	Leave Pay-out	Internal contract	Profit Sharing	Other Allowances	TOTAL COSTS
		R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Dr O J Kole	Acting Academic Planner (01/03/2019 – 30/06/2019)	791	30	290		25			1 136
Prof C I Tshoose	Acting Executive Dean: of Law College (01/03/2019 – 30/11/2019)	950	33	101		9			1 093
Mr P B Mabelo	Executive Director: University Estates	925		4					929
Mr M Z Dlamini	Executive Director: Human Resources	771		128					899
Prof D Modise	Deputy Executive Dean (resigned 31/05/2019)	708			138				846
Dr R D Mokate	Executive Director (resigned 28/02/2019)	374	295	2	39				710
Mr B R Nkosi	Executive Director ICT	621							621
Prof GC Cuthbertson	Executive Director (resigned 31/01/2019)	165	278	1	162				606
Dr P S Zulu	Executive Director (resigned 28/02/2019)	310		2	255				567
Mr Z Bagus	Acting Executive Director (resigned 18/02/2019)	476		43					519
Prof O S Sibanda	Acting Executive dean: Law (resigned 28/02/2019)	196		62	190				448
Mr I I Mogomotsi	Executive Director (resigned 31/01/2019)	138		1	293				432

### Compensation paid to Council Members – 2019

The following disclosure relates to compensation paid to Council Members for work as a Council member.

Council Member	Attendance at meetings R'000	Reimbursement of expenses R'000	Total R'000
OSM Lebeso	147	6	153
NV Mokoka	129	1	130
S Mhlungu	121		121
DD Mokgatle	116	2	118
L Tlhabanelo	106	8	114
TG Ramasike	97	17	114
T Wentzel Du Toit	98		98
GM Nkondo	92	2	94
B Ngcaweni	50	1	51
S Simelane	45	1	46
AS Magwaza	38		38
MJ Maboja	31	2	33
MC Kganakga	30	2	32
T Ngcoco	23	1	24

DC Mamphiswana	20	2	22
FE Letlape	18	1	19
M Modiba	18		18
L Mogashoa	15	1	16
S Mlauzi	10	2	12
P Thuynsma	10	1	11
J Hills	10	1	11
P Mogale	10		10
C Thokoane	5	1	6
B Khumalo	3		3
M Shaik Amod	3		3
L Makuleni	3		3
O Ngwenya	3		3

### Compensation paid to Council Members – 2018

The following disclosure relates to compensation paid to Council Members for work as a Council member.

Council Member	Attendance at meetings R'000	Reimbursement of expenses R'000	Total R'000
MV Mokoka	176		176
DD Mokgatle	146	13	159
TG Ramasike	137	18	155
L Tlhabanelo	133	10	143
S Simelane	137	4	141
SA Mhlungu	128		128
T Wentzel	113	7	120
OSM Lebese	104	6	110
GM Nkondo	101	2	103
FE Letlape	63	3	66
MJ Maboja	43	2	45
B Ngcaweni	43	1	44
AS Magwaza	28		28
BS Khumalo	25	1	26
SD Mayinga	20	3	23
M Modiba	23		23
M Shaik Amod	20	1	21
TT Ngcobo	20	1	21
C Thokoane	18	1	19
L Makuleni	18		18
MC Kganakga	15	2	17
L Magashoa	15		15
O Ngwenya	13	1	14
P Ntsimane	10	1	11
S Mlauzi	8	2	10
P Lebyane	8	1	9
EK Tsatsi	5		5
P Thuynsma	3		3
AA Da Costa	3		3
AA Da Costa	3		3

### 28.1 Post-employment benefit plans

Contributions by the University to these plans are disclosed in note 11.

## NOTE 29: CAPITAL MANAGEMENT

Capital management refers to the University's investment portfolio. Refer to note 7 for the full details.

### The University's objectives when managing capital are:

- safeguard the university ability to continue as a going concern
- generate additional investment income
- act as a short-term relief for operational cash flow requirements
- act as a source of bridging capital when required
- provide project finance
- provide financial stability and security
- protect the capital base of the reserve funds against inflation

Funds are invested according to the cash flow requirements and projected future cash flows.

The University manages the capital structure and makes adjustments to it in the light of changes in economic conditions and the risk characteristics of the underlying assets. The management of the capital has been outsourced to specialised investment fund managers who are issued with specific mandates and restrictions. The performance of fund managers is monitored on a regular basis by the Operational Investment Committee and reported to the Finance, Investment and Estates Committee of Council and Council.

The University is subject to the regulatory requirements of the Department of Higher Education and Training relating to its capital management.

## NOTE 30: EVENTS AFTER THE REPORTING PERIOD

The University has assessed events that have occurred after the reporting date and have identified the following non-adjusting event. The nature of this event and the possible financial impact are disclosed below:

On the 11 March 2020 the World Health Organisation declared the novel strain of the coronavirus (Covid-19) a global pandemic. This declaration resulted in financial markets, both locally and internationally, becoming extremely volatile. Furthermore, the declaration also impacted the South African Rand (ZAR) which weakened significantly against other international currencies, but this had the opposite effect on the valuation of the University's portfolio. Although the University cannot reasonably estimate the impact of this event on its portfolio, at 30 June 2020 it had the following effect on its long-term investment portfolio.

### Investments

	As at 30 June 2020 R000's	As at 31 December 2019 R000's	Change in FVA R000's
Fair value of investments	5 547 836	6 083 671	(535 835)

### Sensitivity Analysis

The impact of a change in the financial markets on the equity portfolios and the resulting impact on profit or loss (on a pre-tax basis) is disclosed in note 21.2.3.2.

### University Grants

The DHET has released a Covid-19 Responsiveness Grant (CRG) to support the implementation of the multimodal Teaching and Learning Plan that will be directed towards addressing Covid-19 imperatives.

### Student Fees receivable

The University has assessed the recoverability of the outstanding student fees receivable at 31 December 2019 and are satisfied that the provision raised is adequate.

The State subsidy which constitutes more 40% of Unisa's income is continued to be paid by DHET. Student numbers for 2020 have increased substantially when compared to 2019 student enrolment. Finally the Unisa investment portfolio is liquid and can be used to pay all Unisa liabilities both short-term and long term. Unisa remains a going concern.

Refer to note 11 for the reclassification of the leave liability.

### **NOTE 31: STANDARDS AND INTERPRETATIONS NOT YET EFFECTIVE**

In terms of IAS 8 entities are required to include in their financial statements disclosure about the expected future impact of Standards and Interpretations issued but not yet effective at the reporting date. For the financial reporting period ending 31 December 2019, there are no amendments and interpretations that had or is expected to have a material impact on the University.

An abstract graphic design on a solid red background. The central element is a white wireframe cube. Overlaid on the right side of the cube is the word "PERF" in a bold, white, sans-serif font. To the left of the cube, a white line starts horizontally, turns 90 degrees down, then 90 degrees left, and continues horizontally. Below the cube, there are two horizontal white bars of different lengths, with the longer one on the right. At the bottom, a white line starts horizontally, turns 90 degrees down, then 90 degrees left, and continues horizontally. A large, semi-transparent white triangle points downwards from the bottom of the cube, extending towards the bottom of the page. In the bottom right corner, there is a small white curved line.

**PERF**





# ANNUAL PERFORMANCE REPORT

**“With more than 350 000 students,  
Unisa enrolls over one-third of all of South  
Africa’s tertiary students.”**

## 1 BACKGROUND

Council approved the Unisa 2030 Plan, which sets out the university’s vision, mission, values and strategic focus areas for the 15-year period. However, in the interests of efficacy and acknowledging that the future may often be uncertain, Council approved that the implementation of the 15-year plan be engaged over discrete five-year planning frameworks. The first of the frameworks thus covers the period 2016-2020.

Whilst it is anticipated that the strategic focus areas will remain constant over the period of the 2030 Plan, there will nevertheless be a review of the Plan after each five-year period. The annual targets will form the basis of the year-on-year Annual Performance Plan and Compact with Council. There will, thus, always be an annual (light-touch) review of the pre-set planning frameworks in the preceding year to ensure that the actions identified continue to be of material and strategic importance, remain relevant, and that targets have been appropriately set.

Unisa 2030 consists of various layers. At the very highest level are three focus areas which are overarching, broad areas of activity that the university has identified which will drive it towards the achievement of its committed mission and make a significant and material difference to operations and sustainability of Unisa. Each focus area is made up of strategic targets which refer to specific activities, which, if actioned and finalised as planned, will ensure that the strategic focus area is attained. This is the “what” factor that is required for the achievement of the strategic focus area. Strategic targets have a number of objectives which are specific activities that will ensure that the strategic target is achieved over the five-year period of the plan. Finally, each objective has annual targets set to facilitate the management of and provide clear accountability for the achievement of the committed objectives.

It must be noted that certain objectives may not run the entire five-year plan, or are dependent on completion of other objectives for commencement; hence the number of annual targets per strategic target may vary from year to year. Furthermore, it is important that deferred targets are carried over to the subsequent years, this also contributes to the variable number of targets from year to year.

## 2 PURPOSE OF REPORT

The purpose of this report is to give an indication of institutional performance for 2019. A very high-level synopsis of each focus area performance as well as its constituent strategic targets is given.

### 2.1 Rating scale

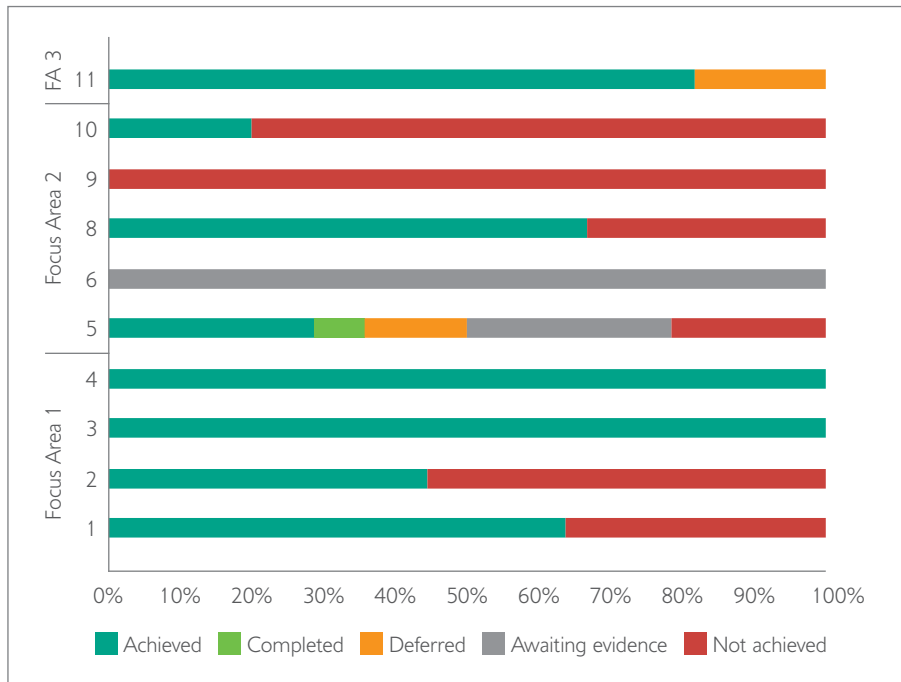
Table 1 below gives the rating scale used to assess the level of achievement against the set target. A complete listing of the KPIs is given in Appendix A below.

Status	Description
Achieved	The target has been achieved in the set time frame as per target
Completed	The target has been completed, but after the due date set
Deferred	The target has been deferred with sufficient justification and such deferment is Council approved
Not achieved	The target has not been achieved in 2019

## 3 2019 INSTITUTIONAL PERFORMANCE ANALYSIS

This section gives a synopsis of the performance in each focus area and each of the 11 strategic targets. Four of the 60 targets set were deferred with Council approval. Of the remaining 56 targets, overall performance shows 57% completion. (Six financial data related targets will be confirmed with the final audit results).

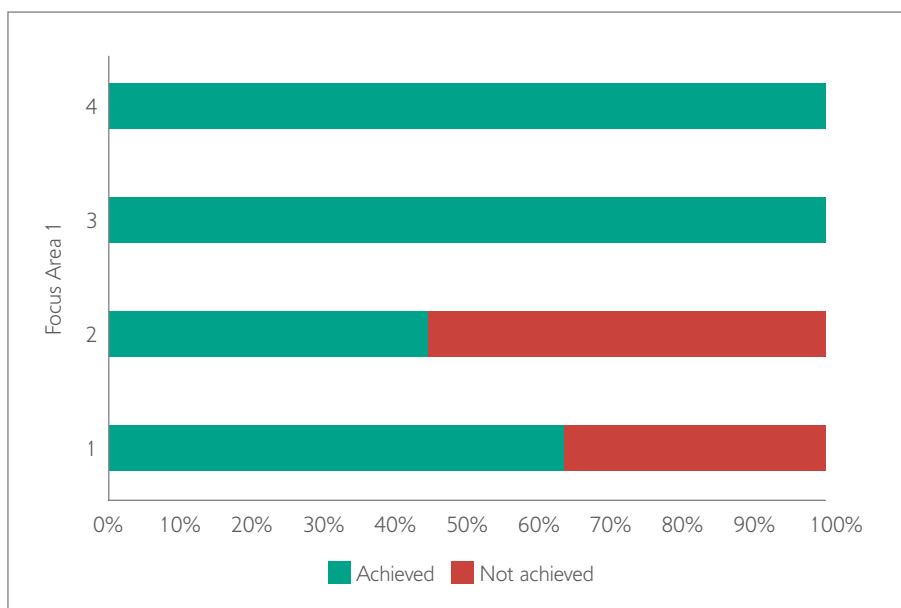
**FIGURE 1: 2019 APP PERFORMANCE**



**3.1 Focus Area 1: Towards becoming a leading ODeL, comprehensive university in teaching and learning, research, innovation and community engagement based on scholarship.**

The three pillars of any academic institution are teaching and learning, research, and community engagement. Unisa is cognisant of these key imperatives, and has established strategic focus area 1 to drive this agenda. Using ODeL as the backbone, Unisa provides an array of relevant academic offerings and produces research outputs.

**FIGURE 2: FOCUS AREA 1 PERFORMANCE PER STRATEGIC TARGET**



In broad terms, the focus area has seen an increase in annual targets set, and improvement in overall achievement from 2016 to 2019. Key success areas are in strategic target 1 (offerings and PQM), with strategic target 4 (community engagement) and 5 (PSET system) also showing good achievement, albeit from a small number of targets. Strategic target 1 (quality PQM and student success and graduation rates) and target 3 (research initiatives) have shown some progress with research targets marginally missed.

### 3.1.1 STRATEGIC TARGET 1:

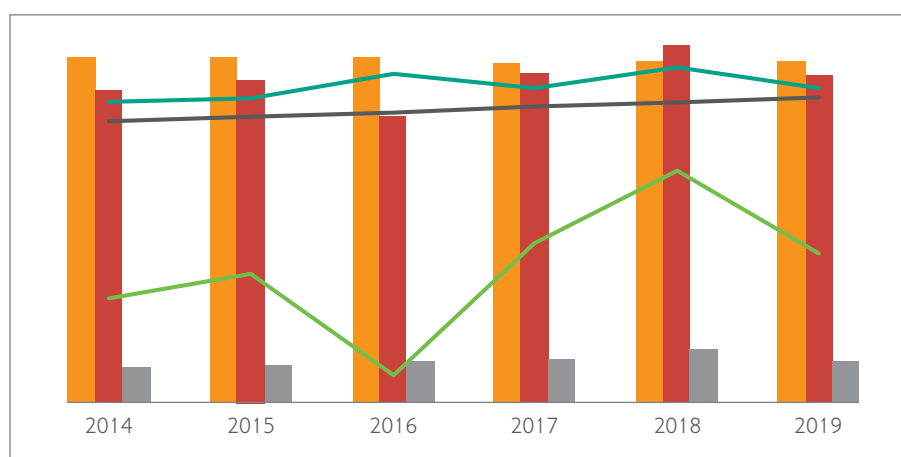
*“Quality educational offerings serving current and future generations through a streamlined and relevant PQM appropriate to a comprehensive university, responsive to current and future societal and stakeholder needs and the unique student profile.”*

Unisa offers a portfolio of academic programmes that are relevant to the needs of the nation. This target aims to ensure that this relevancy is maintained at all times, by, amongst other means, conducting studies on relevance of academic offering, reviewing and redevelopment of study material, and training of staff that deliver these offerings, as well as monitoring of student success rates.

Highlights include a streamlined PQM (180 undergraduate offerings in 2019 against a target of under 400 by 2020) and improved learner support including staff training to deal with the ODeL approach to pedagogy and delivery systems. Challenges in the language transformation targets remain, as the initiatives begin to pick up pace. Technology-enhanced support in delivery of the curriculum also continues to face challenges as detailed in the target reports in Appendix A below.

Enrolment targets are set to be missed as lower than anticipated figures indicate, which comes after an over-enrolment in 2018. It is anticipated that the success rates (provisionally 73% exam sitting, and 12,6% proxy graduation rate), should be met once HEMIS data for 2019 is available.

**FIGURE 3: UNISA ENROLMENT AND PROXY GRADUATION RATE 2014-2019**



	2014	2015	2016	2017	2018	2019
Enrolment target	361 000	361 000	361 000	356 000	358 474	358 474
Enrolment	328 492	337 944	299 324	344 015	373 979	342 868
Graduates	37 896	40 046	43 287	44 842	56 633	44 171
% Enrolment deviation	-9%	-6%	-17%	-3%	4%	-4%
APP proxy target	9,50%	10%	10,50%	11%	11,50%	12%
APP proxy rate	11,5%	11,8%	14,5%	13,0%	15,1%	12,9%

### 3.1.2 STRATEGIC TARGET 2:

*“A leading participant in and producer of research and innovative solutions in identified niche areas, with particular focus on identifying African solutions and global responses to African/continental strategic focus areas and concerns.”*

Research is the third pillar of the University’s mandate, the other two being teaching and learning, and community engagement. Unisa aspires to be a key contributor to all research efforts of the academic sector. Equally, Unisa aims to contribute to the transformation of the production of research outputs. To this end, Unisa has set progressively growing targets that target niches of excellence as well as transformational targets.

Strides have been made in terms of advancing the ODeL research niche. Targets for ODeL research outputs (70.96) and 14 permanent staff members earning ODeL-aligned M&D qualifications, have exceeded set standards. Similarly, staff qualifications have improved, with academic staff holding PhDs sitting at 489, and 231 NRF-rated researchers associated with Unisa.

**FIGURE 4: UNISA RESEARCH OUTPUTS 2014-2019**

	Articles published in accredited journals	Published conference proceedings	Books published for the specialist	Total unweighted research publication units	No. of research master graduate heads	No. of doctoral graduate heads	Total unweighted research output units	Total weighted research output units
Funding weight	1,0	1,0	1,0	1,0	1,0	3,0	1,0	1,0
2014	1027,67	78,61	66,56	1172,84	587,387	268	2028,227	2564,227
2015	1169,08	87,73	71,79	1328,6	512,99	235	2076,59	2546,59
2016	1050,77	83,93	238,71	1373,41	654,7	296	2324,11	2916,11
2017	1174,81	57,94	117,61	1350,36	532,306	289	2171,666	2749,666
2018	1077,643	76,033	146,561	1300,237	527,104	314	2141,341	2769,341
2019	1168,929	78,8115	29,25	1276,9905	507,8	331	2115,7905	2777,7905

### 3.1.3 STRATEGIC TARGET 3:

*“Effective engagement with communities responsive to community needs upliftment and empowerment.”*

Since the Education White Paper 3 of 1997, Community Engagement (CE) has been identified as a core purpose of higher education in South Africa. Unisa, like most institutions of higher learning, is bound to engage the community it finds itself in. To this extent, Unisa endeavours to actively engage through projects and research initiatives to uplift the community. The initiatives on community engagement continue to be met.

### 3.1.4 STRATEGIC TARGET 4:

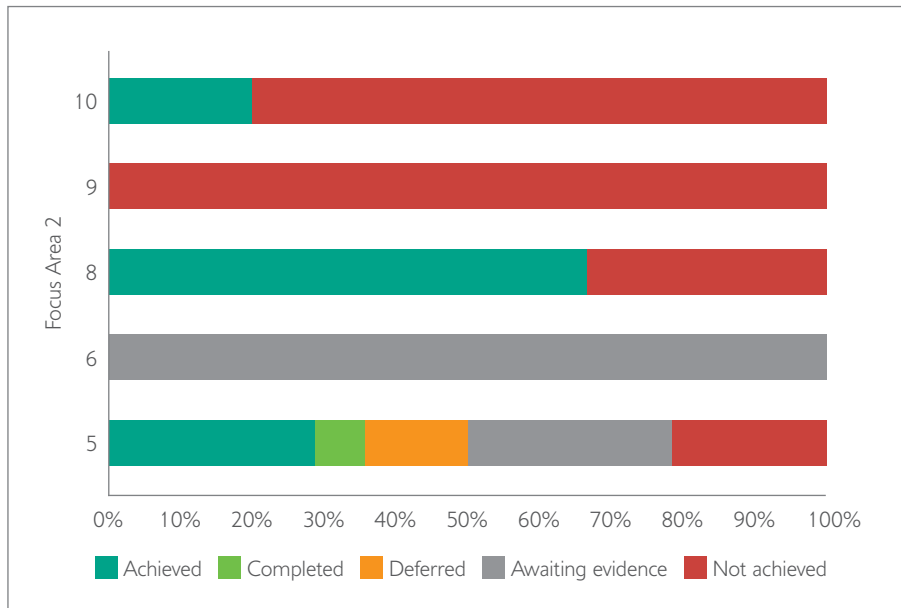
*“Proactive support in facilitating and supporting holistic national integration of the PSET system.”*

The Education White Paper 3 of 1997 also indicates the role of universities in expanding the PSET system by enabling and assisting a functional TVET college sector. Unisa has engaged TVET colleges to form partnerships to capacitate and grow the PSET sector as a whole. Thus far, 13 partnership agreements have been signed with various TVET colleges, and monitoring of these agreements is done on a regular basis.

## 3.2 Focus Area 2: To craft and embed an agile, innovative, sustainable and efficient operational environment.

This focus area is largely aimed at creating an enabling environment for Unisa to achieve its primary vision of “towards the African University shaping futures in the service of humanity”. This includes prudent use of processes, policies, resources (human, infrastructural and financial), through proper and sound governance.

**FIGURE 5: FOCUS AREA 2 PERFORMANCE PER STRATEGIC TARGET**



Strategic targets in this focus area include target 5 (governance) which has seen marked improvement in performance; target 6 (financial performance), whose KPIs will be accessed largely after the finalisation of financial data; and target 9 (management of infrastructure projects). Target 10, quality service to students has faced some challenges in 2019. However, it must be noted that these strategic targets have a few annual targets assigned, and hence any performance or non-performance will throw the level of performance of the entire strategic target.

**3.2.1 STRATEGIC TARGET 5:**

*“To create a management and governance framework which allows for flexibility and innovation, and ensures efficiency, high performance, service delivery and accountability.”*

A sound governance framework is paramount to the facilitation of a high performing institution. Initiatives under this target are aimed at achieving such sound governance.

Governance initiatives, which include alignment of policies, procedures, processes, systems and resources, continue to be a challenge with less than half the objectives achieved. Highlights in this target include the King IV self-assessment and resultant implementation of improvement plans to achieve conformance. The continual risk environmental scan is an essential component that informs the appropriateness of current strategy and is performed annually. Institutional performance assessment is also a key reflective mechanism which informs remedial action in order to steer the institution towards its 2020 goals. Continual compliance monitoring is also a key initiative that insures the university mitigates any danger of being compliant with the laws and statutes that govern its business.

**3.2.2 STRATEGIC TARGET 6:**

*“To be a financially healthy institution with a critical contribution of third stream income to revenue.”*

Unisa, like all other public institutions of higher learning, has three main revenue sources: government subsidy, fee income and third income stream which consists of commissioned research, sales of services, donations and fee income from non-formal offerings. It is clear, over time, that the first two sources of income are under severe pressure, and more than in the past. Higher education institutions have to grow their third income stream. Achieving target 6 therefore hinges on generating and growing this third income stream.

Full assessment of the target will yield better insights once the financial data has been finalised and audited.

**FIGURE 6: UNISA FEE AND SUBSIDY INCOME 2014-2018**

Subsidy year	2014/15	2015/16	2016/17	2017/18	2018/19
Hemis year	2012	2013	2014	2015	2016
	R'000	R'000	R'000	R'000	R'000
Unisa subsidy	2 258 178	2 592 871	3 003 986	3 456 759	3 340 853
Unisa fee income	2 784 394	2 994 139	2 690 832	3 370 481	3 805 393
<b>Subsidy and fee income</b>	<b>5 042 572</b>	<b>5 587 010</b>	<b>5 694 818</b>	<b>6 827 240</b>	<b>7 146 246</b>

### 3.2.3 STRATEGIC TARGET 7:

*“To establish contextually relevant learning centres.”*

Unisa student demographics, albeit gradual, are dynamic in nature. More than ever it is important to note the diverse demographic of our student population. This realisation needs to find expression in the nature of facilities we provide. The key focus in this target is on (a) the functional efficiencies of the learning centres; (b) the number of students served by the learning centre; and (c) satisfaction index of students served by the learning centre.

Although no target was set under this area in 2019, it is worth noting that the revised regional model implementation plan was approved by Council.

### 3.2.4 STRATEGIC TARGET 8:

*“To develop a transformative work environment that enhances high performance, wellness and promotes the qualities of an engaged workforce.”*

People are a vital resource that Unisa has at its disposal. An engaged and happy workforce bodes well for achievement of set objectives. The strategic target aims broadly to ensure that high performance is fostered via initiatives targeted at the staff complement.

Highlight achievements in this area include: the arrest of early staff turn over (in their first year) to less than 0,2%; excess of the target of 350 Black South African Women in permanent academic positions for the 2019 academic year; permanent academics with Doctoral qualification (over 51%), this against a target of 825 by 2020. This, in conjunction with strategic target 2 initiatives of having rated researchers in the University’s employ, represents great strides in recruitment as well as development of staff efforts.

However, challenges still remain in this target, as recruitment turnaround times still remain outside the targeted times. Diversity, particularly with respect to staff with disabilities, continues to be below the set targets, although plans are in place to engage agencies to ensure that persons from the category are attracted to the University’s employ.

### 3.2.5 STRATEGIC TARGET 9:

*“To manage institutional infrastructure projects.”*

Unisa is endowed with over 90 buildings, both owned and leased. This includes a state-of-the-art Science Campus and newly completed regional infrastructure across the country. Annual targets in this strategic area include the campus master plan review, and the completion of the Disability Centre of Excellence. The key focus in this strategic target is on providing adequate space efficiently (i.e. managing limited resources, expenditure, and cost overruns on building projects) in a manner compliant with national regulations. It is therefore important that there is a concerted effort not only to maintain but to upgrade such assets when the need arises.

Certificates of Occupancy in all the 9 provinces have not been attained. Execution against phase 2 of the campus master plan remains a challenge.

### 3.2.6 STRATEGIC TARGET 10:

*“Increase effective and efficient service to students to promote a quality student experience.”*

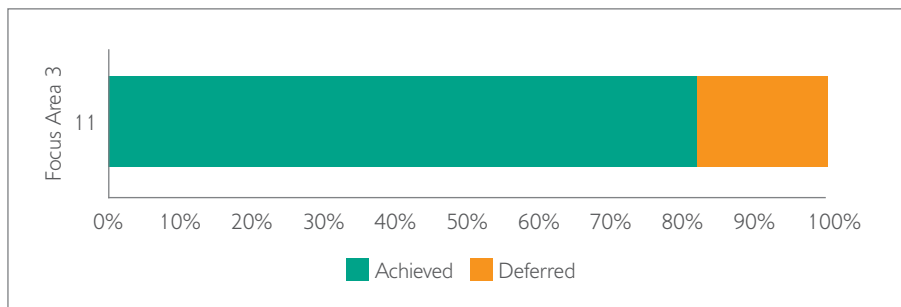
Students are the centre of Unisa’s initiatives. It is therefore imperative that Unisa is student-centred. This involves ensuring a pleasant journey along the student walk, through quality service provisioning. This entails assessing the level of satisfaction of the student through constant student surveys and feedback, on the service provided.

This strategic target speaks to the core of quality service provision to students. A higher achievement would go a long way to satisfying the key stakeholder in the core business area. Study material provisioning has seen a marked improvement with the achievement of 100% dispatch of all study material to full registered students within the stipulated 15-day turnaround period. Usage of self-help facilities for personal details has also seen a positive uptake with 87% of students, more than the prescribed 75%, utilising the electronic system. A total of 2 557 collection sites for assignments have been established and are functional, this, against a target of 950 sites.

### 3.3 Focus Area 3:

As Unisa steers towards a reliable, robust, and effective ICT infrastructure that enables the innovative use of technology in support of its identified areas of priority, it is cognisant of concerns raised by the academic and support staff, and the student body. The voices of the stakeholders invite us to engage, which is exactly what Unisa has done (and is doing) as it prepares itself for the migration to an e-learning business model. Critical to the project is the need to understand the student demographics, their geographical spread, the state of development of national broadband infrastructure, and affordability. Unisa is highly conscious that this strategic Focus Area should be approached with due care and decisions must be informed by the prevailing realities.

**FIGURE 7: FOCUS AREA 3 PERFORMANCE PER STRATEGIC TARGET**



#### 3.3.1 STRATEGIC TARGET 11:

The strategic target has shown positive movement towards better performance. This can only bode well for the institute, which is heavily reliant on technology as a delivery medium in its pursuit of full ODeL implementation.

## 4 CONCLUSION

The above synopsis gives an indication of the progress made in 2019 towards the goals of the first five-year execution of the Unisa 2030 Plan. Many challenges have been encountered, but there have been examples of success as well. With the end of the first cycle in sight, it is pleasing to note that great strides towards the 2020 targets have been made and, in certain instances, actually exceeded. Efforts will be needed to ensure that the trajectory remains for those initiatives that are on track and a doubling of efforts for the initiatives that indicate great risk of being missed in the 2020 milestones set.



## 5 APPENDIX: DETAILED KPI REPORT OF 2019 PERFORMANCE

APP No.	Focus Area	Strategic target	Objectives	2019 Target	2019 Progress reporting	Auditor's status rating
1.1	Focus Area 1	1	1.2 Improved throughput and quality assurance	12% Proxy graduation rate (as defined by DHET) calculated for the 2019 academic year from the Unisa HEDA system	Provisionally, there are 44 171 graduates from the 2019 academic year which represents 12,9% proxy graduation rate. The final figure is likely to be higher	Achieved
1.2	Focus Area 1	1	1.2 Improved throughput and quality assurance	74% Exam sitting pass rate calculated for the 2019 academic year from the Unisa HEDA system	Provisionally, First and Second Semester sitting yielded a 73% pass rate. January Exams are yet to come	Not achieved
1.3	Focus Area 1	1	1.2 Improved throughput and quality assurance	67% Degree-credit success rate (as defined by DHET) calculated for the 2019 academic year from the Unisa HEDA system	Provisionally, First and Second Semester sitting yielded a 60% degree credit success rate	Not achieved
1.6	Focus Area 1	1	1.2 Improved throughput and quality assurance	Maximum 2% deviation from the Ministerial-approved 2019 headcount. Enrolments 380 000 calculated for the 2019 academic year from the Unisa HEDA system	The revised enrolment management criteria were approved by Senate, Number of fully registered students for 2019 as at June 2020 is at 342 868. This represents 4% lower than the revised target of 358 434. This is 2% lower than the prescribed 2% deviation	Not achieved
1.7	Focus Area 1	1	1.2 Improved throughput and quality assurance	Maximum 2% deviation from the Ministerial approved First Time Entering (FTE) students headcount (54 343) calculated for the 2019 academic year from the Unisa HEDA system	48 533 first time undergraduate students registered in 2019. This is 11% below the 54 343 target	Not achieved
1.4	Focus Area 1	1	1.2 Improved throughput and quality assurance	12,5% 1st three-year B degree enrolled headcount students completing within expected minimum time	Provisionally, HEMIS data yields a 26,4% throughput rate for 1st three-year B degree enrolled headcount students completing within expected minimum time	Achieved
1.5 a	Focus Area 1	1	1.2 Improved throughput and quality assurance	28,2% Hons and equivalent enrolled students completing within expected minimum time	Provisionally, HEMIS data yields a 48,9% throughput rate for Hons and equivalent enrolled students completing within expected minimum time	Achieved

APP No.	Focus Area	Strategic target	Objectives	2019 Target	2019 Progress reporting	Auditor's status rating
1.5 b	Focus Area 1	1	1.2 Improved throughput and quality assurance	24,5% Masters and equivalent, excluding MBA and MBL, enrolled headcount students completing within minimum time	Provisionally, HEMIS data yields a 32,6% throughput rate for Masters and equivalent, excluding MBA and MBL, enrolled headcount students completing within minimum time	<b>Achieved</b>
1.5 c	Focus Area 1	1	1.2 Improved throughput and quality assurance	20,0% Doctorate and equivalent enrolled headcount students completing within minimum time	Provisionally, HEMIS data yields a 37,9% throughput rate for Doctorate and equivalent enrolled headcount students completing within minimum time	<b>Achieved</b>
2.1	Focus Area 1	1	1.2 Improved throughput and quality assurance	STLCEC approved list of programs (35) reviewed by December 2019	STLCEC approved the report on 2019 programme reviews in April, May and June 2019	<b>Achieved</b>
3.1	Focus Area 1	1	1.3 Enhanced teaching processes	40% of undergraduate modules applying continuous assessment, calculated as at 31 December 2019	100% of 444 modules were developed as per the ODeL business model continuous assessment. The following curriculum transformation principles are integrated in all 512 modules: blended learning, online learning, continuous assessment, decoloniality, UNGC principles, e-tutor	<b>Achieved</b>
4.1	Focus Area 1	2	2.1 Advance ODL research on the African continent and internationally	70 ODL DHET-accredited research output units (journal articles, conference proceedings and books) for the 2019 academic year	70.96 units recorded	<b>Achieved</b>
4.2	Focus Area 1	2	2.1 Advance ODL research on the African continent and internationally	13 new Master's and/or Doctoral degrees on Unisa staff members conferred in ODL teaching and learning for the 2019 academic year	9 Masters conferred and 5 Doctoral conferred	<b>Achieved</b>
6.3	Focus Area 1	2	2.2 Increase the staff research capacity development and NRF-rating	380 Black South African permanent academic staff with doctorates for the 2019 academic year	489 Black South African permanent academic staff with doctorates for the 2019 academic year	<b>Achieved</b>
6.1	Focus Area 1	2	2.2 Increase the staff research capacity development and NRF-rating	225 (13%) NRF-rated researchers associated with Unisa for the 2019 academic year	231 NRF-rated researchers associated with Unisa for the 2019 academic year	<b>Achieved</b>
6.2	Focus Area 1	2	2.2 Increase the staff research capacity development and NRF-rating	55 Black South African NRF-rated researchers associated with Unisa for the 2019 academic year	47 Black South African NRF-rated researchers associated with Unisa for the 2019 academic year	<b>Not achieved</b>

APP No.	Focus Area	Strategic target	Objectives	2019 Target	2019 Progress reporting	Auditor's status rating
6.4	Focus Area 1	2	2.2 Increase the staff research capacity development and NRF-rating	23 Black South African Women NRF-rated researchers associated with Unisa Permanent Instruction/Research Staff for the 2019 academic year	10 recorded Black South African Women NRF-rated researchers associated with Unisa Permanent Instruction/Research Staff for the 2019 academic year	Not achieved
5.2	Focus Area 1	2	2.3 Increased number and quality of research outputs and patents	Per capita weighted research output of 1.75 for the 2019 academic year	1.59 per capita weighted research output for the 2019 academic year	Not achieved
5.1	Focus Area 1	2	2.3 Increased number and quality of research outputs and patents	1 350 recorded research output units in journals listed on the DHET-accredited indices for the 2019 academic year	1 168.9 units recorded for 2019	Not achieved
5.3	Focus Area 1	2	2.3 Increased number and quality of research outputs and patents	325 research output units from Black South African researchers in listed DHET-accredited indices for the 2019 academic year	293 units captured from Black South African researchers in listed DHET-accredited indices for the 2019 academic year	Not achieved
x	Focus Area 1	3	3.1 Implement the senate approved three-year institutional community engagement strategy and rolling plan (effective integration of CE into 40% of all modules undergraduate and/or postgraduate – and including WIL, in-service training, and non-formal learning)	Senate approved progress report on CE implementation by November 2019	On 23 August, colleges and CE project teams were requested to provide information on their CE implementation. The 2019 CE Monitoring and Evaluation report captured the responses. This report was provided to STLCEC on 14 October 2019	Achieved
x	Focus Area 1	4	4.1 Ensure an effective and fully functional partnership with TVET partners that will realise a 'significantly higher' success rate as compared with the general Unisa student population	9 TVET College agreements implemented calculated as at 31 December 2019	13 agreements are in place	Achieved

APP No.	Focus Area	Strategic target	Objectives	2019 Target	2019 Progress reporting	Auditor's status rating
8.1	Focus Area 2	5	5.1 Align all policies, procedures, processes, systems and resources to improve and ensure a sustainability focus, high levels of performance and service delivery	Quarterly Senate submissions on the progress made towards implementing the revised ODeL business model	Not reported as per requirement, however a business model was developed	Not achieved
10.1	Focus Area 2	5	5.1 Align all policies, procedures, processes, systems and resources to improve and ensure a sustainability focus, high levels of performance and service delivery	AERMCoC quarterly compliance progress report against Compliance Coverage Plan	The fourth quarter compliance report has been submitted to MANCOM, after serving at RMC, for noting before it goes to AERMCoC Risk Subcommittee in late February 2019	Achieved
10.2	Focus Area 2	5	5.1 Align all policies, procedures, processes, systems and resources to improve and ensure a sustainability focus, high levels of performance and service delivery	SECoC bi-annual progress report on implementation of the sustainability framework (April and September)	In terms of the policy review ensuring sustainability focus, nothing was done. Sustainability elements conducted during the month of September was the launch of the SBL Wetlands as part of the domestication and localisation of the Sustainable Development Goals (SDGs). Concluded. The Sustainability Office is included in the new DD of the revised policy on Policy Review. August 2019 submission to SECoC attached	Not achieved
10.3	Focus Area 2	5	5.1 Align all policies, procedures, processes, systems and resources to improve and ensure a sustainability focus, high levels of performance and service delivery	AERMCoC quarterly status report on Contracts and Policies due diligence	Quarterly reports to commence once revised policy on Policy Development has been approved (10 May 2019)	Not achieved

APP No.	Focus Area	Strategic target	Objectives	2019 Target	2019 Progress reporting	Auditor's status rating
10.4	Focus Area 2	5	5.2 Implement contextually relevant management and governance practices that will ensure institutional stability and success	Maintain an unqualified audit for 2019 external audit process and at least 60% reduction in findings in the management report	The target can only be accessed after the finalisation of the audit report	Awaiting evidence
11.2	Focus Area 2	5	5.2 Implement contextually relevant management and governance practices that will ensure institutional stability and success	1% surplus margin	Surplus Ratio of 19% currently. This is unaudited and additional expenditure will need to be accrued	Awaiting evidence
11.3	Focus Area 2	5	5.2 Implement contextually relevant management and governance practices that will ensure institutional stability and success	5,2% return on Investment	Surplus Ratio of 19% currently. This is unaudited and additional expenditure will need to be accrued	Awaiting evidence
11.4	Focus Area 2	5	5.2 Implement contextually relevant management and governance practices that will ensure institutional stability and success	Equal or less than 67% HR cost of total CCRI	The final percentage will only be available after actual figures have been audited. The percentage based on budgeted figures was 69%. (The budget includes the costs of vacancies. The actuals may therefore be lower). Initiatives to be implemented in support of this target are: The abolishment of vacancies that were frozen in 2018 (R160 mil). The reduction in the dependence on independent contractors, fixed-term contract appointments and acting and secondment appointments	Awaiting evidence

APP No.	Focus Area	Strategic target	Objectives	2019 Target	2019 Progress reporting	Auditor's status rating
12.1	Focus Area 2	5	5.2 Implement contextually relevant management and governance practices that will ensure institutional stability and success	Equal or higher than 45% spend on BEE of the total discretionary spend in accordance with Council-approved SCM policy	79% spend on BEE	Achieved
13.1	Focus Area 2	5	5.2 Implement contextually relevant management and governance practices that will ensure institutional stability and success	AERMCoC approved quarterly strategic risk report	The fourth quarter Strategic Risk Report served at the RMC on 10 Feb 2020 and will subsequently serve at MANCOM on 18 Feb 2020, thereafter Risk Subcommittee of AERMCoC and to AERMCoC	Achieved
13.2	Focus Area 2	5	5.2 Implement contextually relevant management and governance practices that will ensure institutional stability and success	Council approved BCM framework by September 2019	Defer to 2020	Deferred
13.3	Focus Area 2	5	5.2 Implement contextually relevant management and governance practices that will ensure institutional stability and success	Council approved revised BCM Policy November 2019	Defer to 2020	Deferred
14.1	Focus Area 2	5	5.2 Implement contextually relevant management and governance practices that will ensure institutional stability and success	SECoC progress report on the ethics risk assessment mitigation plans by September 2019	SECoC progress report on the ethics risk assessment mitigation plans submitted	Completed

APP No.	Focus Area	Strategic target	Objectives	2019 Target	2019 Progress reporting	Auditor's status rating
15.1	Focus Area 2	5	5.2 Implement contextually relevant management and governance practices that will ensure institutional stability and success	Council approved report on specific King IV compliance principles tested as per the internal audit plan by November 2019	Execution of the assessments for King IV Principles 4 and 5 were completed and the draft reports were submitted to the client for consideration and comment. Feedback was received and the reports finalised. The reports subsequently served at the meeting of the Audit & Enterprise Risk Management Committee of Council (AERMCoC) on 15 August 2019. The AERMCoC resolved that the report should be referred to Council, for approval. Council at its meeting of 12 September 2019, considered the submission of the King IV Principle assessment under item 11.4.2 resolved to approve the reports. The target is thus achieved	<b>Achieved</b>
11.1	Focus Area 2	6	6.1 Supplement formal income and promote increased financial sustainability	Third stream income of R240m credited to Unisa calculated as at 31 December 2019	Third stream income of R303m credited at year end. This amount is subjected to ECL	<b>Awaiting evidence</b>
17.1	Focus Area 2	8	8.2 Promote staff satisfaction and engagement to ensure a transformed workforce	HRCoC approved organisational health survey outcome progress report by September 2019	Report served at and was approved by the HRCoC on 12 August 2019 Resolution: The Human Resources Committee of Council resolved to approve the progress report on the organisational health improvement plan	<b>Achieved</b>
17.2	Focus Area 2	8	8.2 Promote staff satisfaction and engagement to ensure a transformed workforce	Impact assessment conducted by June 2019 and communication plan revised by August 2019	Revised communication plan aligned to recommendations of impact assessment completed	<b>Achieved</b>
17.4	Focus Area 2	8	8.2 Promote staff satisfaction and engagement to ensure a transformed workforce	350 Black South African Women in permanent academic positions for the 2019 academic year	Target exceeded. There were 395 Black South African Women in permanent academic positions	<b>Achieved</b>

APP No.	Focus Area	Strategic target	Objectives	2019 Target	2019 Progress reporting	Auditor's status rating
9.1	Focus Area 2	8	8.2 Promote staff satisfaction and engagement to ensure a transformed workforce	0,20% early turnover (percentage of newly recruited staff leaving in the first year)	Achieved. There were only 8 instances of early turnover. The current early turnover rate is 0,11%	<b>Achieved</b>
9.2	Focus Area 2	8	8.2 Promote staff satisfaction and engagement to ensure a transformed workforce	Time to hire: 6 weeks for contract appointments and 3 months for permanent appointments	Human Resources is in the process of identifying an Intergrated Resource System that will include automated processes. This will improve service delivery in that the paper-based recruitment selection and approval processes will be streamlined. It will also enable the department to accurately measure the time that it takes to fill a position	<b>Not achieved</b>
17.3	Focus Area 2	8	8.2 Promote staff satisfaction and engagement to ensure a transformed workforce	1,5% person with disabilities of total permanent staff headcount	Not achieved 1,28% of permanent employees are employees with disabilities	<b>Not achieved</b>
18.1	Focus Area 2	9	9.1 Improve institutional infrastructure in line with the campus master plan	FIECoC approved progress report on the implementation of the 3-5 year infrastructure management plan/ master plan by November 2019	The delivery of projects has been characterised by slow delivery, over-reliance on contractors and limited internal capacity. As presented below, only 12% of the CAPEX budget for 2019 has been spend. A. Nkonyeni building is underway	<b>Not achieved</b>
19.1	Focus Area 2	10	10.1 Enhance the student experience	No less than 80% of registered students using electronic self-service update link calculated on 31 December 2019	The online forms for credits and exemptions as well as for final year students were developed and implemented from July 2019. This was achieved and completed	<b>Achieved</b>



APP No.	Focus Area	Strategic target	Objectives	2019 Target	2019 Progress reporting	Auditor's status rating
20.1	Focus Area 2	10	10.1 Enhance the student experience	Access to technology evaluated by June 2019 and report submitted to ASACoC by September 2019	As at 12 November 2019, 7 869 (95%) students were confirmed to have received their laptops from the suppliers. As students acquire the eligible status, distribution is ongoing for them via the best ten of the twelve suppliers. MANCOM approved that students who did not sign the NSFAS Bursary Form are not eligible to receive laptops until the forms are signed and DSF has confirmed as such. Continuous efforts are being made by service providers and Unisa to reach out to students whose laptops are pending delivery, using emails and SMSs. Allocation per province	<b>Not achieved</b>
21.1	Focus Area 2	10	10.1 Enhance the student experience	Call centre fully functional and effectiveness evaluated by June and report submitted to the ASACoC by September 2019	A total of 35 staff members have been appointed to the SCSC. System trainings on AVAYA and eGain conducted. Product/ curriculum training namely, application and admission, student funding conducted. Base-line integration is completed, and the Student System integration demonstration was done. SCSC office space identified, layout plan developed and sign-off	<b>Not achieved</b>

APP No.	Focus Area	Strategic target	Objectives	2019 Target	2019 Progress reporting	Auditor's status rating
21.2	Focus Area 2	10	10.1 Enhance the student experience	Student satisfaction 80%	The ethical clearance was confirmed to have been approved by the ethical clearance committee. The student satisfaction survey (wave 1) commenced in November 2019. Over 14 000 students have responded to the survey so far. The results were processed in December 2019 and are available. Wave 2 of the student satisfaction survey will be conducted early in 2020	<b>Not achieved</b>
22.1	Focus Area 2	10	10.3 Ensure 10-day turnaround time for delivery of all tutorial materials	No study material still being dispatched 15 days after temporary students have been confirmed	SMPD managed to pick and dispatch just over 88% of study material orders within 5 days of the confirmation of a registration and 100% just after 6 days of the confirmation of a registration in 2019	<b>Achieved</b>
23.2	Focus Area 3	11	11.1 Stabilise the ICT environment and create cybersecurity awareness amongst staff	Cloud computing infrastructure implemented by December 2019	myUnisa: myExams and myAssignments have been migrated to the cloud. Hybrid infrastructure (Azure platform) mailboxes migration is complete. M & D online exam submissions – pilot complete. Core services have been identified for Disaster Recovery (DR). These have been successfully tested in production. A MANCOM submission will be made for approval to increase Azure consumption to accommodate the DR	<b>Achieved</b>

APP No.	Focus Area	Strategic target	Objectives	2019 Target	2019 Progress reporting	Auditor's status rating
23.3	Focus Area 3	11	11.1 Stabilise the ICT environment and create cyber-security awareness amongst staff	Implemented cybersecurity improvement by December 2019	Predictive Threat Intelligence: The service provider is optimising the application for accurate reporting as there were discrepancies with collated information. Cybersecurity Awareness Campaign: The cybersecurity team has completed the second phishing simulation and awareness campaign. A third phishing simulation and awareness campaign was conducted starting from the third quarter of 2019. The final progress on implementation of Cyber Security Capability Progress Report (against the Improvement Plan) for 2019 was submitted to the ICT Steering Committee on 25 November 2019 covering all the pertinent project activities for 2019. The progress report also touched on security initiatives (2020 to 2024) supporting the ODeL ICT Portfolio Business Improvement Plan	Achieved
23.4	Focus Area 3	11	11.1 Stabilise the ICT environment and create cybersecurity awareness amongst staff	Established ICT service management capability by December 2019	The ICT Service Management strategy was approved. The ICT Service Management implementation plan was presented to the ICT Steering Committee on 25 November 2019	Achieved
24.1	Focus Area 3	11	11.3 A digitally transformed teaching, learning and research environment integrated with university systems	ICT Steercom approved ODeL Enterprise Architecture Developed by December 2019	The ODeL Enterprise Architecture (EA) blueprint was approved by the ICTCoC on 13 November 2019	Achieved

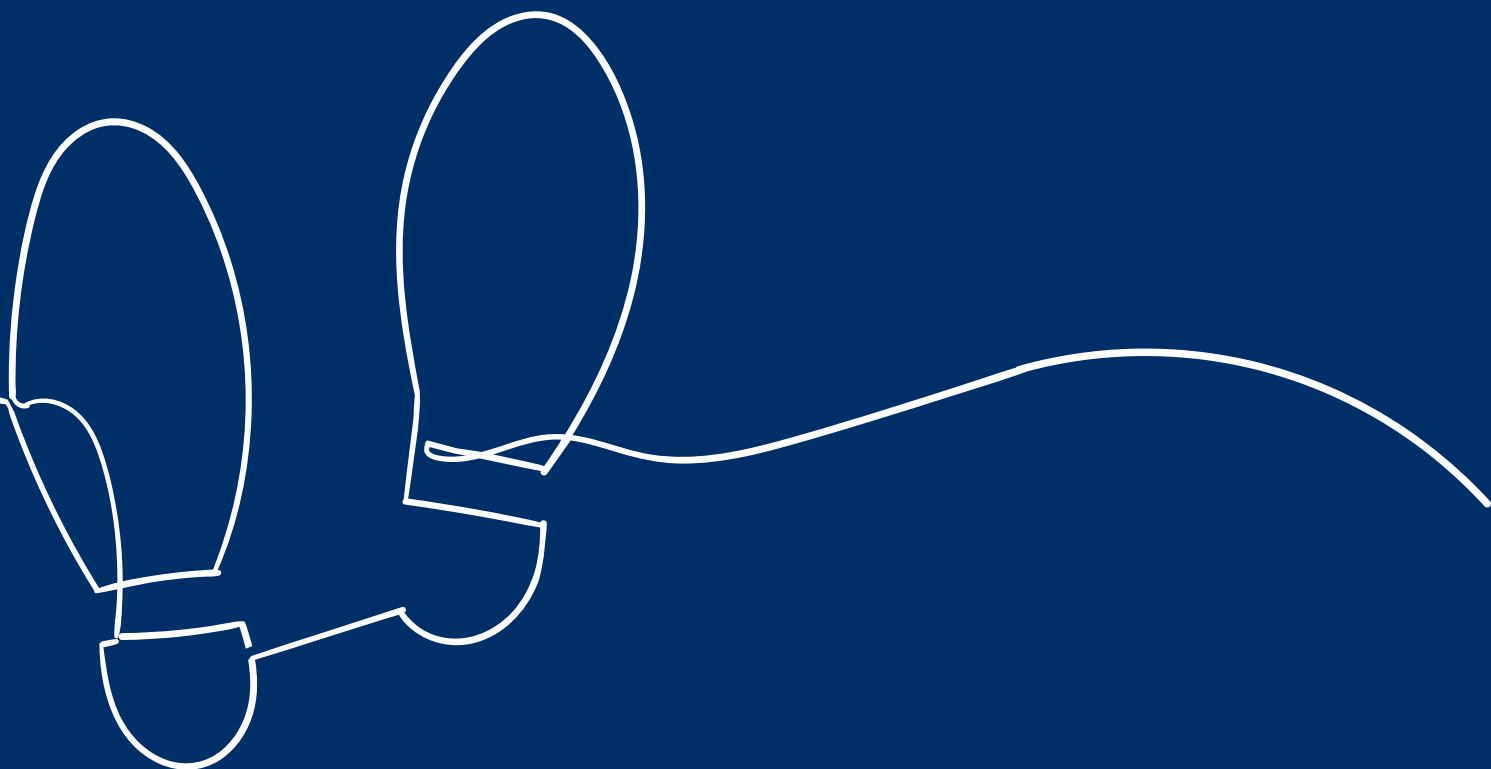
APP No.	Focus Area	Strategic target	Objectives	2019 Target	2019 Progress reporting	Auditor's status rating
24.2	Focus Area 3	11	11.3 A digitally transformed teaching, learning and research environment integrated with university systems	Acquired strategic implementation partner for smart campus solution	Deferred to 2020. Business case was signed off but there is one signature missing	Deferred
24.3	Focus Area 3	11	11.3 A digitally transformed teaching, learning and research environment integrated with university systems	Acquired strategic implementation partner for new student information system by December 2019	Deferred to 2020. The draft Business Requirements Specification (BRS) has been developed	Deferred
24.4	Focus Area 3	11	11.3 A digitally transformed teaching, learning and research environment integrated with university systems	Phase 1 of digital integrated teaching and learning platform implemented by December 2019	Plagiarism tool: The tool was tested and deployment of myExams in the production environment was done on 21 October 2019. The close-up report was completed in December 2019	Achieved
25.1	Focus Area 3	11	11.5 Fully integrated institutional support processes and solutions	ICT Steercom approved integrated ICT portfolio, programme and project management processes, governance and reporting processes implemented by December 2019	10 licences of Project Online have been activated	Achieved
25.2	Focus Area 3	11	11.5 Fully integrated institutional support processes and solutions	ICT Steercom approved ICT governance structures and processes implemented by December 2019	The ICT governance structures and terms of reference have been developed and reviewed, respectively. The structures have been reduced from 15 to 5. The ICT governance structures framework was approved by ICT Steercom on 25 July 2019, MANCOM on 30 July 2019, and ICTCoC on 05 August 2019	Achieved

APP No.	Focus Area	Strategic target	Objectives	2019 Target	2019 Progress reporting	Auditor's status rating
25.3	Focus Area 3	11	11.5 Fully integrated institutional support processes and solutions	ICT Steercom approved adaptive ICT operating model and organisation structure implemented by December 2019	Level 3 job evaluation has been completed. Level 4 job evaluation has been completed. Organisational structure consultation with levels 5 and below ICT staff is in progress. Further consultation with UBF to finalise the structure will commence again when organised labour provides staff consultation feedback to UBF. An adaptive ICT operating model was presented at ICT Steercom on 25 November 2019	<b>Achieved</b>
25.4	Focus Area 3	11	11.5 Fully integrated institutional support processes and solutions	Implemented adaptive ICT strategic sourcing by December 2019	MANCOM, ICTCoC, and Council have approved the SAP model framework. In addition, the following has been achieved: Reprioritization has been concluded. The procurement of four SAP models vis. DAAS, ERP, IAAS has been prioritised for Council approval in November 2019. The request to issue LMS tender was approved by the Tender Committee. DAAS, ERP, and IAAS are still at the Tender Working Committee stage	<b>Achieved</b>



# OTHER INFORMA

**“Our student profile reflects the demographics of South Africa, underscoring the pivotal role that Unisa plays in higher education.”**



**TION**



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# GRI INDEX

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# DEFINITIONS

<b>AERMCoC</b>	Audit and Enterprise Risk Management Committee of Council
<b>AFS</b>	Annual Financial Statements
<b>AI</b>	Artificial Intelligence
<b>APP</b>	Annual Performance Plan
<b>APS</b>	Admission Point Scores
<b>APSA</b>	The Academic and Professional Staff Association
<b>AQIP</b>	Academic Qualifications Improvement Programme
<b>AU</b>	African Union
<b>ASAAE</b>	Association of South African Agricultural Educators
<b>ASACoC</b>	Academic and Student Affairs Committee of Council
<b>AQAE</b>	Academic Quality Assurance and Enhancement
<b>AQIP</b>	Academic Qualifications Improvement Programme
<b>B-BBEE</b>	Broad-Based Black Economic Empowerment
<b>BCCoC</b>	Brand and Communication Committee of Council
<b>BMI</b>	Based-Based Maturity Model
<b>BMR</b>	Bureau of Market Research
<b>CAES</b>	College of Agriculture and Environmental Sciences
<b>CAS</b>	College of Accounting Sciences
<b>CCMA</b>	Commission for Conciliation, Mediation and Arbitration
<b>CE</b>	Community Engagement
<b>CEDU</b>	College of Education
<b>CEMS</b>	College of Economic and Management Sciences
<b>CGS</b>	College of Graduate Studies
<b>CHE</b>	Council for Higher Education
<b>CHS</b>	College of Human Sciences
<b>CIGFARO</b>	Chartered Institute of Government Finance and Risk officers
<b>CLAW</b>	College of Law
<b>CODESRIA</b>	Council for The Development of Social Science Research in Africa
<b>COL</b>	Commonwealth of Learning
<b>CPD</b>	Continued Professional Development
<b>CPI</b>	Consumer Price Index
<b>CSET</b>	College of Science, Engineering and Technology
<b>DIA</b>	Directorate Information and Analysis
<b>DHET</b>	Department of Higher Education and Training
<b>DITCC</b>	Directorate: Innovation, Technology Transfer and Commercialisation
<b>DITT</b>	Directorate: Innovation and Technology Transfer
<b>DLT</b>	Department of Leadership and Transformation
<b>DoL</b>	Department of Labour
<b>DSAA</b>	Directorate of Student Assessment Administration
<b>DSAR</b>	Directorate of Student Admissions and Registration
<b>DTSFL</b>	Department: Tuition Support and Facilitation of Learning
<b>DQAP</b>	Directorate: Quality Assurance and Promotion
<b>EAP</b>	Economically Active Population

<b>EE</b>	Employment Equity
<b>ERM</b>	Enterprise Risk Management
<b>ESD</b>	Enterprise and Supplier Development
<b>EQP</b>	Exam Question Paper
<b>EXCO</b>	Executive Committee of Council
<b>FIECoC</b>	Finance, Investments and Estates Committee of Council
<b>GCSRT</b>	Global Clinical Scholars Research Training
<b>GDP</b>	Gross Domestic Product
<b>GRI</b>	Global Reporting Initiative
<b>HBUST</b>	Hebei University of Science and Technology
<b>HE</b>	Higher Education
<b>HEI</b>	Higher Education Institution
<b>HEFMA</b>	Higher Education Facilities Management Association
<b>HEQC</b>	Higher Education Quality Committee
<b>HLP</b>	High-Level Panel
<b>HR</b>	Human Resources
<b>HRCoC</b>	Human Resource Committee of Council
<b>ICT</b>	Information and Communication Technology
<b>ICTCoC</b>	Information and Communication Technology Committee of Council
<b>IDEAS</b>	Institute for the Development of Energy for African Sustainability
<b>IF</b>	Institutional Forum
<b>IIA</b>	Institute of Internal Auditors
<b>IIRC</b>	International Integrated Reporting Council
<b>IODL</b>	The Institute for Open Distance Learning
<b>IP</b>	Intellectual Property
<b>ISHS</b>	The Institute for Social and Health Sciences
<b>LSO</b>	Legal Services Office
<b>MANCOM</b>	Management Committee
<b>MDSP</b>	Masters and Doctoral Support Programme
<b>MoA</b>	Memorandum of Agreement
<b>MOOC</b>	Massive Open Online Course
<b>NEHAWU</b>	National Education, Health and Allied Workers Union
<b>NGCoC</b>	Nominations and Governance Committee of Council
<b>NRF</b>	National Research Foundation
<b>NSFAS</b>	National Student Financial Aid Scheme
<b>NSRC</b>	National Student Representative Council
<b>ODL</b>	Open Distance Learning
<b>ODeL</b>	Open Distance and e-Learning
<b>OER</b>	Open Education Resources
<b>OHS</b>	Occupational Health and Safety
<b>PCT</b>	Patient Cooperation Treaty
<b>PECVD</b>	Plasma-Enhanced Chemical Vapour Disposition
<b>PQM</b>	Programme Qualification Mix
<b>PRG</b>	Professional Research Group
<b>PSET</b>	Post-School Education and Training
<b>QA</b>	Quality Assurance



<b>R&amp;I</b>	Research and Innovation
<b>RCCI</b>	Recurrent Council-Controlled Income
<b>RemCoC</b>	Remuneration Committee of Council
<b>RePEc</b>	Research Papers in Economics
<b>RITR</b>	Research Institute for Theology and Religion
<b>RPC</b>	Research Permission Committee
<b>SAHRC</b>	South African Human Rights Commission
<b>SAICA</b>	South African Institute of Chartered Accountants
<b>SAQA</b>	South African Qualifications Authority
<b>SBL</b>	Graduate School of Business Leadership
<b>SCM</b>	Supply Chain Management
<b>SCSC</b>	Student Communication Service Centre
<b>SDGs</b>	Sustainable Development Goals
<b>SECoC</b>	Social and Ethics Committee of Council
<b>SER</b>	Self-Evaluation Report
<b>SLPs</b>	Short Learning Programmes
<b>SMMEs</b>	Small, Medium-Sized and Micro-Enterprises
<b>SMPD</b>	Study Material Production and Distribution Department
<b>SoTL</b>	Scholarship of Teaching and Learning
<b>SPC</b>	Statistical Process Control
<b>SRC</b>	Students' Representative Council
<b>SRLC-HE</b>	Strategic Risk Leadership Conversations On Higher Education
<b>SRU</b>	Student Retention Unit
<b>STEAM</b>	Sciences, Technology, Engineering, Arts and Mathematics
<b>STEM</b>	Science, Technology, Engineering and Mathematics
<b>TAP</b>	Trans-Disciplinary African Psychologies Programme
<b>the OHS Act</b>	Occupational Health and Safety Act, 1993
<b>This year</b>	1 January 2019 – 31 December 2019
<b>TIA</b>	Technology Innovation Agency
<b>TLCESS</b>	Teaching, Learning, Community Engagement and Student Support
<b>ToR</b>	Terms of Reference
<b>TVET</b>	Technical and Vocational Education and Training
<b>UBF</b>	Unisa Bargaining Forum
<b>Unesco</b>	United Nations Educational, Scientific and Cultural Organization
<b>Unisa</b>	University of South Africa
<b>UNGC</b>	United Nations Global Compact
<b>UNRISD</b>	Research Institute for Social Development
<b>USAF</b>	Universities South Africa
<b>USPRC</b>	Unisa Strategy, Planning and Resourcing Committee
<b>VC</b>	Vice Chancellor
<b>VCR</b>	Video Conferencing
<b>VIPRU</b>	Violence, Injury and Peace Research Unit



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