



higher education
& training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA



Flavius Mareka
TVET
College

Embrace your Future



Department of Higher Education and Training

2020



Table of Contents

1. Introduction	3
2. Abbreviations and Acronyms	3
3. Message from the Council Chairperson.....	6
4. The Accounting Officer's Foreword	7
5. Statement of Responsibility and Confirmation of Accuracy	9
6. Legislation and other Directives.....	10
6.1 Legislative Framework	10
6.2 Legislative and Other Mandates	10
7. Report Of Council Chairperson.....	13
7.1. Constitution of the College Council and Governance Structures	14
7.2. Reports by Committees of Council.....	16
7.2.1 Audit And Risk Management Committee	16
7.3. Academic Board Report.....	26
7.4. Student Representative Council Report	29
8. Report by Principal on Management and Administration	32
9. College performance and Organisational Environment.....	37
10. Performance Reporting.....	38
10.1. Annual Performance Achievements	38
10.2. College Achievement in terms of TVET System Targets	41
10.3. Strategy to deal with Underperformance	44
11. Financial Reporting.....	45
11.1. Required Attachments for Financial Reporting	45

1. INTRODUCTION

The template serves as a guide for Technical and Vocational Education and Training (TVET) colleges in the compilation of annual performance report. It aims to bring about uniformity and logic in the organisation and presentation of the annual performance reports by TVET colleges. It also aims to address issues of content and format of the TVET colleges' annual performance reports and bring about standardisation and uniformity thereon.

2. ABBREVIATIONS AND ACRONYMS

APP	Annual Performance Plan
COSACSA	College Sports, Arts and Culture South Africa
COS	Centre of Specialisation
DHET	Department of Higher Education and Training
M&E	Monitoring and Evaluation
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
NDP	National Development Plan
NSDS	National Skills Development Strategy
NSFAS	National Student Financial Aid Scheme
OPS Plan	Operational Plan
PQM	Programme Qualification Mix
PSET	Post-School Education and Training
SETA	Sector Education and Training Authority
SSP	Sector Skills Plan
SWOT	Strengths, weaknesses, opportunities, threats
TVET	Technical and Vocational Education and Training
VCET	Vocational and Continuing Education and Training
WBE	Workplace Based Exposure / Experience
WIL	Work Integrated Learning
AFS	Annual Financial Statements
AGSA	Auditor - General of South Africa
ASB	Accounting Standards Board
DHET	Department of Higher Education and Training

GRAP	Generally, Recognised Accounting Practice
SARS	South African Revenue Services
VAT	Value Added Tax
CET	Continuing Education and Training
CHIETA	Chemical Industry Education and Training Authority
ETDP	Education and Training Development Practices Sector Education and Training Authority
W & R	Whole Sale and Retail Sector Education and Training Authority
MERSETA	Manufacturing, Engineering and Related Services Sector Education and Training Authority
NARYSEC	National Rural Youth Service Corporations
DOL	Department of Labour
UIF	Unemployment Insurance Fund

PART A: GENERAL OVERVIEW



3. MESSAGE FROM THE COUNCIL CHAIRPERSON

As Flavius Mareka College Council, together with Executive Committee of Council and College Management, our strategic plan remained the main vehicle to understand progress recorded and the challenges that impacted on our mandate; by continuously referring to our vision, mission and strategic objectives. What made 2019 year of added significance was progress made on ensuring that all planned Council and EXCO meetings took place and that was gratifying. As we move forward into the future; post COVID-19 as Flavius Mareka College, we are determined to take bold and transformative steps to encourage our students to EMBRACE THE FUTURE, and invite college staff, students and our partners to become co-creators in realizing our-

Vision of:

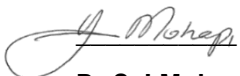
Striving to excel in providing life-long quality education and training

To achieve our **Mission** through:

- Providing responsive education and training programmes that contribute to the overall development of our students;
- Ensuring that college programmes are delivered in an effective, efficient and professional manner which is aligned to national standards;
- Strengthening our partnerships which are aimed at economic and social development to enhance job opportunities;
- Preparing our students to participate actively in labour market.

Our behaviour continuously guided by our **Values** of:

- Integrity and Reliability
- Innovation
- Responsiveness
- Professionalism
- Caring for people



Dr S.J Mohapi

4. THE ACCOUNTING OFFICER'S FOREWORD

The tradition established for operations of the College is that plans for each year should set the tone for the entire academic year. 2019 followed the same trend. Plans for the following activities were put in place in 2018 in order to prepare for the year under review:

- Registrations of students
- Monitoring and reporting on the numbers of students registered as the process continued.
- Coverage of work schedules by the teaching and learning and assessments time periods
- Relationships marketing with a view of establishing partnerships and
- Offering skills and learnerships and placement for students for work integrated learning
- Students support and services which involved varied sporting activities, counselling students and staff whenever it becomes necessary, referring them to doctors if and when it becomes necessary and testing for HIV and Aids, High blood pressure and all other possible social ills.
- Human resource and training of staff.
- Submission of monthly and quarterly reports to:
 - Management teams of campuses
 - The College Management team
 - Council and its committees in their scheduled meetings and
 - Department of Higher Education and Training

All these were re-affirmed at the beginning of the year for implementation during the course of the year. Subsequently, they were executed as expected.

The reporting on plans included accentuating actual achievements against targets set for the College. Notable among them is the numbers which were enrolled for the year which were accordingly compared with the target set for both the head counts (H/C) and the Full time equivalents (FTEs). In both cases performance of the College was good. Targets were exceeded. Coverage of work schedules for teaching and learning were also implemented as scheduled. There were no hindrances in these respects. The pass percentage in examinations was improved and finally the College obtained an unqualified audit report for the ninth (9th) time running.

I wish to applaud and heartily thank both the College Council, the College Management Team and all staff for having executed plans indicated in order to assist the College to live up to what it is expected to do. Achievements attained for the year under review are fundamentally due to their cooperation and believing in one another's strengths and capabilities.

Many thanks/khotso



TS Letho
PRINCIPAL

5. STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY

To the best of my knowledge and belief, I confirm the following:

All information and amounts disclosed throughout annual report are consistent.

The annual report has been prepared in accordance with the guidelines issued by the Department of Higher Education and Training.

The annual financial statements have been prepared in accordance with the relevant standards, frameworks and guidelines issued by National Treasury.

The accounting officer, i.e. the principal, is responsible for the preparation of the annual financial statements and for the judgements made in this document.

The accounting officer, i.e. the principal, is responsible for establishing and implementing a system of internal control that has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources information and the annual financial statements.

The Auditor-General and/or external auditors express an independent opinion on the annual financial statements.

In my opinion, the annual report fairly reflects the operations, the performance information, the human resources information and the financial affairs of Flavius Mareka_TVET College for the financial year ended 2019/20 .

Many thanks /khotso



T.S Letho

6. LEGISLATION AND OTHER DIRECTIVES

6.1 LEGISLATIVE FRAMEWORK

Flavius Mareka TVET College is enjoined by Section 44(3) of the Act, read in conjunction with section 25(3) of the same Act to prepare and submit to the Minister for Higher Education and Training an annual report.

In terms of Sections 25(3) and 25(4) of the Continuing Education and Training (CET) Colleges Act, No 16 of 2006 (as amended), public technical and vocational education and training (TVET) colleges are required to produce annual financial reports and to comply with any reasonable additional reporting requirement established by the Minister. Moreover, Section 44 of the Act requires colleges to annually report to the Minister in respect of its performance and its use of available resources.

In addition, these pieces of legislation govern and steer the college in terms of achievement of its strategic and performance objectives.

6.2 LEGISLATIVE AND OTHER MANDATES

In terms of Sections 25(3) and 25(4) of the Continuing Education and Training (CET) Colleges Act, No 16 of 2006 (as amended), public technical and vocational education and training (TVET) colleges are required to produce annual financial reports and to comply with any reasonable additional reporting requirement established by the Minister. Moreover, Section 44 of the Act requires colleges to annually report to the Minister in respect of its performance and its use of available resources. In addition, these pieces of legislation govern and steer the college in terms of achievement of its strategic and performance objectives.

The *Constitution of the Republic of South Africa* (Section 29(1) -(4)) provides for the right of basic and further education to everyone in the official language of their choice provided equity, redress and practicability are taken into account. In addition, the *Continuing Education and Training (CET) Colleges Act (No 16 of 2006)* provides for the regulation of continuing and further education and training through the establishment, governance and funding of public technical and vocational education and training (TVET) colleges and the promotion of quality in continuing and further education and training.

Further sets of legislation that impact on the TVET colleges sector and its strategic and national imperatives are listed below:

- *National Qualifications Framework (NQF) Act (No 67 of 2008);*
- *Higher Education (HE) Act (No 101 of 1997);*
- *Skills Development Act (No 97 of 1998);*
- *Skills Development Levies Act (No 9 of 1999);*
- *General and Further Education and Training Quality Assurance Act (No 58 of 2001); and*
- *National Student Financial Aid Scheme Act (No 56 of 1999).*

In addition, the *White Paper for Post-School Education and Training* mandates delivery and strategic priorities in the TVET colleges sector. Other policy mandates include:

- *National Trade Testing Regulations;*
- *SETA Grant Regulations;*
- *National Skills Development Strategy;*
- *Public TVET College Attendance and Punctuality Policy;*
- *Policy on the Conduct of National Examinations and Assessment;*
- *National Norms and Standards for funding TVET Colleges.*

The other key national and provincial strategies to which the Flavius Mareka strategic plan is linked:

- NDP
- Free State Growth Development Plan

PART B: GOVERNANCE



7. REPORT OF COUNCIL CHAIRPERSON

COUNCIL MEMBERS AND THEIR REPRESENTATIVE CONSTITUENCY WHO SERVED DURING YEAR

	Council Member	Constituency	Members serving at the date of adoption of the report	The statute of the institution, under which each member served
1	Dr SJ Mohapi	Ministerial appointee	Serving	Council Statute and Executive Committee of Council
2	Dr C Mabaso	Ministerial appointee	Serving	Council Statute:
3	Dr GJ Maseko	Ministerial appointee	Serving	Council & Academic Board
4	Dr C Mbileni	Functional Council appointee	Serving	Council & Planning and Resource Committee
5	Mr. M Moremi	Ministerial appointee	Serving	Council & Finance Committee Chairperson of FINC
6	Mr. R Mbhalati	Functional Council appointee	Serving	Council & Audit and Risk Committee
7	Ms. N Kumalo	Functional Council appointee	Serving	Council & Condition of Employment Committee
8	Mr. D Charlie	Ministerial appointee	Serving	Council & Planning and Resource Committee
9	Mr F Wetes	Functional Council appointee	Not Serving	Council & Condition of Employment Committee
10	Mr. TS Letho	College Management	Serving	College statute & Academic Board
11	Mr. R Lethule	Staff Representative	Serving	College statute & Academic Board
12	Mr. M Mebalo	Staff Representative	Serving	College statute & Academic Board
13	Mr. Ntaje	Staff Representative	Serving	Council & Condition of Employment Committee
14	Ms B Mosia	SRC Representative	Not Serving	Council & Condition of Employment Committee

OFFICE BEARERS OF THE COUNCIL

Dr SJ Mohapi

Dr C Mabaso

Mr TS Letho

Mr R Mbhalati

Mr M Moremi

Ms N Kumalo

Mr D Charlie

7.1. CONSTITUTION OF THE COLLEGE COUNCIL AND GOVERNANCE STRUCTURES

A. Composition of College Council

NO	TITLE	SURNAME	NAMES	POSITION
1	Dr	Mohapi	Soane Joyce	Chairperson
2	Dr	Mabaso	Calvin MzweNhlanhla	Deputy Chairperson
3	Mr	Nekhunguni	Roshuma	Secretary
4	Mr	Letho	Monyane Thabo Samuel	Chairperson of Academic Board Member
5	Mr	Charlie	David	Chairperson of Planning and resources Committee
6	Dr	Maseko	Gauda Johannes	Council member
7	Mr	Moremi	Mojapele	Chairperson of Finance Committee
8	Mr	Mbhalati	Rhangani	Chairperson of Audit Risk Committee
9	Mr	Lethule	Lento Reuben	Council Member
10	Me	Mbambo	Lomile Joyce	Council Member
11	Mr	Ntaje	Mebalo	Council Member
12	Me	Khumalo	Ntombiningi	Chairperson of Conditions of Employment Committee
13	Dr	Mbileni-Morema	Charity Nonkululeko	Council Member
14	Mr	Manoko	Phetole	Independent Member(ARC)
15	Mr	Wetes	Fezile Flex	Council Member
16	Ms	Khanye	Ntswaki Joyce	Council Member
17	Mr	Radebe	Snyman Ernest	Council Member

B. Appointments made in terms of sections 10(4) and 10(6) of the CET Act.

NO	TITLE	SURNAME	NAMES	POSITION
1	Dr	Mbileni-Morema	Charity Nonkululeko	Council Member
2	Mr	Manoko	Phetole	Independent Member(ARC)
3	Me	Khumalo	Ntombiningi	Chairperson of Conditions of Employment Committee
4	Mr	Mbhalati	Rhangani	Chairperson of Audit Risk Committee
5	Dr	Mohapi	Soane Joyce	Chairperson

C. Meetings conducted and purpose

Committee		Planned Meetings	Actual Meetings	Planned Dates	Meeting Held	Reason for deviation
Executive Committee		3	3			
				20 Jun 2019	✓	
				19 Sep 2019	✓	
Academic Board		3		20 Nov 2019	✓	
				04 Mar 2019	✓	
				05 Jun 2019	✓	
Executive Committee		3		04 Sep 2019	✗	The meeting was postponed because of strike action by students.
				04 Nov 2019	✗	Attempts were made to meet. However members who attended did not quorate because Campus Managers, HODs and Senior Lecturers were already conducting examinations.
Full Academic Board		3		12 Mar 2019	✓	
				12 Jun 2019	✓	
				11 Sep 2019	✗	Attempts were made to meet. However, members who attended did not quorate because Campus Managers, HODs and Senior Lecturers were already conducting examinations.
				12 Dec 2019	✗	
Planning and Resource Committee		4		26 Mar 2019	✗	Postponed to 18 June 2019
				29 Jun 2019	✗	Postponed to 19 August 2019
				05 Sep 2019	✓	
				27 Sep 2019	✓	
				30 Oct 2019	✓	
				14 Nov 2019	✗	Postponed to 19 November 2019
Finance Committee				19 June 2019	✓	
				31 July 2019	✓	
				25 Sep 2019	✓	
				14 Nov 2019	✓	
Audit Risk Committee		4		18 Mar 2019	✓	
				19 Jun 2019	✓	
				18 Sep 2019	✓	
				19 Nov 2019	✓	
Conditions of Employment		4	2	18 Mar 2019	✗	Council not yet appointed
				18 Jun 2019	✓	
				18 Aug 2019	✓	
				15 Nov 2019	✓	

Performance in terms of its statutory functions, explained in Section 10(1) - (3) of the CET Act.

Reference may be made to a typical standard College Charter for the required functionality of a College Council.

7.2. REPORTS BY COMMITTEES OF COUNCIL.

7.2.1 AUDIT AND RISK MANAGEMENT COMMITTEE

1. Introduction

In terms of section 25 of the Continuing Education and Training Act (Act no.16 of 2006), as amended by the Continuing Education and Training Act (Act 3 of 2012), the Council of Flavius Mareka TVET College must “implement internal audit and risk management systems which are not inferior to the standards contained in the Public Finance Management Act”.

During 2019 financial year, the Council established the Audit and Risk Management Committee (ARCO) of the newly appointed Council.

The committee consists of the members listed hereunder:

• Chairperson	: Mr. R.E Mbhalati	5
• Member	: Dr C. Mbileni-Morema	5
• Member	: Mr. M.P Moremi	4
• Principal (Accounting Officer)	: Mr. T.S Letho	5
• Deputy Principal (Finance)	: Ms. A le Roux	5
• Assistant Director (M&E)	: Ms. M.D Mokhampanyane	4

The Committee met five time during the year and was assisted by the Internal Auditors providing secretarial services.

2. ARCO Responsibilities

The Audit and Risk Management Committee functions are effectively as required by the PFMA and Treasury Regulations. The Committee reports that it has complied with its responsibilities arising from the principles of section 38(10) (1) of the PFMA and Treasury Regulation 3.1. The Committee also reports that it has adopted appropriate formal terms of reference as its charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.

The College Monitoring and Evaluation Unit and Internal Auditors report to the Audit and Risk Management Committee on a quarterly basis.

3. Risk Management

The College has a Risk Management Policy approved by the College Council. The Audit and Risk Management Committee is accountable to the Council for designing, implementing and monitoring the

process of risk management. High priority risks are reported and attended to at each Council meeting. Risk Management at the college is process driven and Executive Management and the Audit and Risk Management Committee review the risk register on a quarterly basis. Risk workshops were held in the financial year to establish an organisational risk register.

4. The effectiveness of internal controls

During 2019 the Audit and Risk Management Committee approved a three year rolling strategic internal audit plan for period from 2019 to 2021. The risk register of the College has been applied to compile the plan. The Internal Audit forms an integral part of the risk management process and system of internal control and provides the audit committee and risk management with assurance that the internal controls are appropriate and effective.

From the various reports of the Internal Auditors, the Audit Report on the annual financial statements, and the management report of the auditors, it was noted that no matters were reported that indicate material deficiencies in the system of internal control. Accordingly, we can report that the system of internal control over financial reporting for the period under review was efficient and effective.

5. Evaluation of Financial Statements

The Committee approved the engagement letter, terms, audit plan and budgeted audit fees for the external audit engagement for the year ended 31 December 2019. The 2019 unaudited Financial Statements had been considered by the Audit and Risk Committee and recommended for approval by the College Council.

6. Audit and Risk Management Committee Annual Performance Highlights

- The Committee executed all the functions its functions as required by its charter, PFMA and Treasury Regulations.
- The Committee maintained a healthy attendance records by its members
- The Committee ensured that policies for Internal Audit, Risk Management and Fraud prevention have been developed and that possible irregularities are followed up immediately when identified
- The Committee effectively exercised oversight on the work of internal and external auditors

7. Audit and Risk Management Committee Annual Performance Challenges

- Timely approval of the audit plan
- Backlog in number of key policies not reviewed and approved

8. College Mitigation measures

The Committee has put measures in place to address legacy issues and working together with managed led by the Accounting Officer to ensure that all policies key to systems of internal controls are in place and regularly reviewed.

7.2.2 FINANCE COMMITTEE

1. Introduction

The Flavius Mareka TVET Council established the Finance Committee (FINCO) during 2019 financial year. The Council elected Finance Committee through a ballot system whereby the chairperson, two council members. The Principal (Accounting Officer) and the Deputy Director: Finance were co-opted as FINCO Ex-Officio members. Namely:

- Chairperson : Mr. M.P Moremi
- Member : Mr. R. Mbhalati
- Member : Dr G.J. Maseko
- Principal (Accounting Officer) : Mr. T.S. Letho
- Deputy Principal (Finance) : Ms. A le Roux

2. The Finance Charter

The Council approved the Finance Charter and the following functions were outlined below:

- To monitor the implementation of the DAF that has been prescribed by the DHET
- To take overall responsibility for the review of the appropriateness and applicability of financial policies and DAF and recommend suitable changes to EXCO/Council.
- To oversee and approve College budget submissions, deviations and quarterly revisions and ensure that the outputs to be delivered are specific and consistent with the desired outcomes.
- To recommend to EXCO/Council, and ensure that the necessary steps are taken to instigate any financial related investigations into financial misconduct or maladministration, when College policy processes to report management has not followed these matters. The provisions of S46 of the CET Act need to be followed in this regard
- To ensure that an appropriate management information system is established to provide prompt and accurate financial information.
- To consider the quarterly financial reports generated by the Deputy Principal: Finance and ensure that the monthly reports are of an acceptable standard and adequately reflect any shortfalls or under-collections in budgeted income (as this may impact on the College's ability to deliver services) as well as any overspending (as this may result in unauthorised expenditure). The quarterly report must also project revenue and expenditure for the remainder of the year, and show any remedial action proposed by the Deputy Principal- Finance (where necessary).

- To review and recommend to EXCO/Council any capital projects, prior to commitment, and to monitor and report on the progress thereon.
- To review and recommend to EXCO/Council, any necessary and appropriate increases in estimated total costs of projects included in the approved budget, over and above the pre-approved variation in the Supply Chain Management Policy, that management are proposing.
- To review and recommend to EXCO/Council any sale or disposal of moveable assets proposed by management above the delegation of the Accounting Officer.
- To review managements business case before submitting to Council for noting and submission to the Minister to approve the disposal of immovable assets.
- To consider and recommend to EXCO/Council the write-off of all bad debts or settlement or abandoning of legal actions to recover amounts due to the College.
- To consider and recommend to EXCO/Council the write-off resulting from impairment of assets per the College's financial policies.
- To consider all financial matters relating to the College's relationship with the Department, NSFAS and any other government organ and make appropriate recommendations to EXCO/Council, if necessary.

3. Finance Committee Annual Performance Highlights

- The Committee managed to execute all the functions mentioned above:
- The Committee managed also to implement the functions and policies during the year under review
- Attended all the committee quarterly meetings accordingly
- Analysed and recommended quarterly financial reports for noting to EXCO and Council
- Recommended College Financial Policies for approval by the Council
- Presented the Projected 2020 Financial budget for approval by Council
- Enabled the College to achieve Financial Sustainability and Going Concern

4. Finance Committee Annual Performance Challenges

- NSFAS Delayed Student Payments to the college
- Outstanding College Debt collection from students

5. College Mitigation measures

- The Principal managed to address NSFAS challenges and improved communication was achieved

- The College is constantly and continuously collecting outstanding fees so as to improve the debtors book

In Conclusion

On behalf of the Finance Committee, I would like to thank the Principal, Deputy Principal and finance team for their dedication in performing excellent job during the financial year. The Chairperson also like to thank the Finance Committee for executing their Finance mandates accordingly and it is highly appreciated.

7.2.3 CONDITIONS OF EMPLOYMENT COMMITTEE

1. Introduction

The College statute provides for the establishment of the Conditions of Employment Services Committee to oversee governance matters pertaining to the provision of human resource services to College staff. The committee comprises of a split of external and internal Councillors. The committee held three (3) of four (4) mandatory pre-scheduled meetings in 2019. Generally, members to attain a quorum have attended all meetings of the Conditions of Employment Services Committee. However not all meetings enjoyed 100% attendance. The College has adopted various ways to avert non-attendance or poor attendance of meetings including holding meetings after hours to accommodate Council members. The committee has been playing a crucial role in oversight and report on matters such as:

- Recruitment, Selection and appointments;
- Employment Equity and Transformation;
- Conditions of Services;
- Performance Management;
- Training and Development;
- Staff establishment; and
- Labour Relations.

2. Human Resource Management

The 2019 staff establishment is presented in **Table 1 & 2**. Staff turnover mainly occurred due to natural attrition, resignations and medical retirements/boarding. Moreover, the College employed graduate interns mainly to provide them with workplace experience in particular Flavius Mareka TVET College

graduates. All DHET and College Council staff underwent a verification process in order to certify them as employees working for and based at Flavius Mareka TVET College.

Table 1

STAFF ESTABLISHMENT NUMBERS	NUMBERS
Support staff (including management)	119
Academic staff	112
TOTAL	231

Table 2

STAFF ESTABLISHMENT NUMBERS	NUMBERS
PERSAL	132
College Council (Coltech)	99
TOTAL	231

1. Human Resource Development

The College works on its Human Resource Development Plan through the Corporate Services Section. The plan includes important matters such as training interventions which are necessary for the improvement of skills which have been acquired by staff. During the year under review, hundred and fifty (150) employees were trained.

Part of training needs were derived through the implementation of Performance Management Development System (PMDS) as expected. Personal development plans were formulated based on observed performance gaps. They came in handy to advise as to which relevant training needs should be addressed in order to address performance gaps of support staff. In the case of the teaching staff the Integrated Quality Management System (IQMS) was used for the same purpose.

2. Employment Equity

The Corporate Services Affairs with support from Equity Committee, SMT continues to provide oversight on the implementation of the College employment equity strategy. The following table provides equity profile for the College.

Table 3 – Equity Profile (2019)

Flavius Mareka TVET College				EE PLAN TARGETS FOR 2019 PER LEVEL		
STAFF ESTABLISHMENT ACCORDING TO POST LEVEL AND GENDER				ACTUAL		
POST LEVEL	MALE	FEMALE	TOTAL	EQUITY	EQUITY	TARGET
EDUCATORS				% Male	% Female	GENDER
POST LEVEL 1 INCL LEARNERSHIPS	51	45	96	53,13	46,88	F
POST LEVEL 2	7	7	14	50,00	50,00	F
POST LEVEL 3 EDU	0	2	2	0,00	100,00	M
MANAGEMENT						
SL 9 MANAGERS (ASD AND OBE)	9	2	11	81,82	18,18	F
SL 10 MANAGERS (ASD AND OBE)	3	5	8	37,50	62,50	M
SENIOR MANAGEMENT	2	3	5	40,00	60,00	M
ADMINISTRATION						
SL4	2	0	2	100,00	0,00	F
SL5	15	28	43	34,88	65,12	M
SL6	2	4	6	33,33	66,67	M
SL7	2	5	7	28,57	71,43	M
SL8	1	2	3	33,33	66,67	M
SERVICE STAFF						
SL2	10	21	31	32,26	67,74	M
SL3	2	1	3	66,67	33,33	F
TOTAL	106	125	231	45,89	54,11	M

3. Governance Issues

The Conditions of Employment Services handles the following governance matters of the College among others:

- Revision of HR policies: Several policies were prepared, revised and presented to Council to be approved.
- The Committee provided advice to the College Council on the filling of vacancies for the College Council, standardisation of Committee Charters (Terms of References).
- Furthermore, the committee ensured that the College Council adopts and implemented the declaration of secrecy policy consistently.

Achievements

The 2019 achievements include:

- Setting the year plan of the committee as indicated below and submitting it for approval by the College Council
- Successfully holding planned meetings
- Succeeding to slot a special meeting in its plan so that it could finalise the College strategic plan and prepare it for submission to Council for approval and to DHET
- All other functions stipulated in the charter were therefore successfully implemented

Committee	Dates of meetings	Held		Reasons for not holding meetings
		Yes	No	
PLANCO	20/03/2019	-	√	Some of the members of Council were not yet appointed.
	18/06/2019	√	-	-
	5/9/2019	√	-	-
	30/10/2019	√	-	-
	Dates of Additional meetings	Held		Reason for holding or not holding meetings
		Yes	No	
	27/09/2019	√	-	This was a special meeting to review the strategic plan drafted by the College Management Team before it could be submitted Council and DHET

Constraints

- Lack of understanding the TVET Sector by new members of Council is always a challenge which takes time to address
- Resignations by some members in the middle of the year retards progress

Measures to address the challenge

- Intensive induction into operations of the sector will assist. This be done immediately after appointments of external members.

7.3. ACADEMIC BOARD REPORT

Achievements:

The following were attained during the year under review

The Academic Board of the College was established as contemplated in the CET Act 6 of 20016. Members of the board were issued with appointment letters as required. Subsequent to its approval by the College Council, the Board drew its plan of operation for the year with the following to be noted:

- Dates for quarterly meetings of both the Executive Committee of the Academic Board and the board itself were identified
- The plan was presented for ratification to Council and subsequently distributed to membership after approval.
- Where meetings could not materialise, reasons were noted accordingly by the secretary to be captured in the minutes and reports as indicated in the table.
- The Board managed to accentuate the significance of the need for the college to monitor the accreditations of programmes offered well in advance with a view of renewing those which are about to expire in time.
- Both the admissions policy and requirements for admissions were prepared and presented for approval by Council as working documents.
- The Board approved the Teaching and Learning Plan together with strategies to improvement results which were presented by the College Teaching and Learning Team.
- The constitution of the Students Representative Council (SRC) was also approved as a working document pending further scrutiny and quality assurance.
- Campuses, inter-campuses and Provincial activities planned for the year were approved as they were presented by Student Support and Services Team.

AB 2019 plan of Meetings

Committee	Dates of meetings	of Meetings held	Meetings not held	Reasons for not holding meetings
EXCO of AB	4/3/2019	Yes	-	-
	5/6/2019	Yes	-	-
	4/9/2019	-	Yes	The meeting was postponed because of strike action by students.
	4/11/2019	-	Yes	Attempts were made to meet. However members who attended did not quorate because Campus Managers, HODs and Senior Lecturers were already conducting examinations.

AB	12/3/2019	Yes	-	-
	12/6/2019	Yes	-	-
	11/9/2019	-	Yes	Attempts were made to meet. However members in attendance could not quorate because Campus Managers, HODs and Senior Lecturers were already conducting examinations.
	12/12/2019	-	Yes	

- the following subcommittees were created in line with section 15 (c) (i) of the CET Act 16 of 2006 as amended:

Membership of the sub committees

- **Committee for Academic Planning**

- Chairperson - Campus Manager: Me L Lourens

- Mr J Kotjane : Campus Manager
 - Mr T Meloe : Campus Manager
 - Mr R Lethule : HOD
 - Me A Mokoena : ASD: Marketing and Communication
 - Me N Mohlaphuli : Campus Manager (Acting)

- **Committee for Quality of Service Delivery**

- Chairperson – Acting Campus Manager: Me N Mohlaphuli

- Me J Pienaar : HOD
 - Me G Ngobeni : HOD
 - Mr. A Nhlapo : HOD
 - Me N Mabefu : Senior Lecturer
 - Me T.S Zokufa : Senior Lecturer
 - Mr. A Amadi : Senior Lecturer
 - Me M Moshodi : Senior Lecturer
 - Mr J Makoli : HOD

- **Committee for Student Administration**

- Chairperson –Assistant Director: Mrs W Motloug

- Mr J. Baba : Senior Administration Clerk: NC(V) & Business Studies
 - Ms L. Tau : Senior Administration Clerk: Engineering Studies
 - Me S. Deacon : Senior Administration Clerk: Business Studies
 - Mr T. Setseli : Senior Administration Clerk: NC(V), Skills & Learnerships
 - Me S Cilliers : Assistant Director: Registrations

- **Students Support Service Committee**
 - Chairperson – Mr Ntaje
 - Me TS Zokufa : Senior Lecturer
 - Mr. V Kaoliang : Senior Lecturer
 - Me D Khaile : Health and wellness Official/Social worker
 - Mr. Mohlolo : Health and Wellness Official/Social Worker

- **Research Committee**
 - Chairperson – Me A Mokoena
 - Mr. T.S Meloe : Campus Manager
 - Mr. L.R Lethule : HOD
 - Me N Ndaba : Senior Lecturer
 - Mr J Kotjane : Campus Manager
 - Me L Lourens : Campus Manager
 - Me N Mohlaphuli : Acting Campus Manager

Constraints

One of the major challenges which faced the College was strike action by students. The only critical reason for this was the non- disbursement of bursaries and allowances. In some cases the reason was the delay of same by The National Student Financial Aid Scheme (NSFAS). The fact that this organisation channelled allowances to students through the College Finance Office created an impression that the College was itself responsible for delays, hence strike action erupted. Students were pitted against the Management of the College by the conduct of NSFAS.

Some of the mandatory meetings of the Board were not held as a result. This constituted non-compliance. and underperformance of the Board.

Measures to address the challenge

A recommendation was made by the College Management Team that the agreement made, to distribute students' allowances on behalf of NSFAS must be severed because the non- delivery which was in fact by this organisation became the source of strikes which impacted negatively on teaching and learning. This recommendation was considered by Council. Modalities of effecting the resolution were discussed, agreed upon and put before NSFAS which finally heeded the plea. This was accomplished through a very agonising struggle. Better planning which takes into consideration all activities of the College will have to be made in order to avoid non- compliance among other things and possible inability of the Board to perform maximally as expected.

7.4. STUDENT REPRESENTATIVE COUNCIL REPORT

The three Campuses had smooth elections of their SRC leadership committees. This was followed by elections of the Chief SRC out of those in the campuses. The Chief SRC nominated its representative into the following committees of Council:

- I. College Council
- II. Academic Board
- III. Financial Aid Committee and
- IV. Health and Safety Committee

The SRC had a total of four levels of induction. They were conducted Student Support and Services Practitioners, Campus Management Teams, The College Executive Committee of Management.

Monthly meetings of SRC were planned and implemented under the guidance of the Assistant Director of Student Support and Services.

Sports, Arts and Culture

Athletics

The Provincial College Athletics Meeting was held in Bethlehem. Flavius Mareka TVET College participated with a total of ninety-six (96) students. The other three Colleges which participated are Maluti, Motheo and Goldfields TVET Colleges.

The general eruption of students' protests over the delayed disbursement of bursaries and allowances prohibited other activities which were planned for colleges in the province. Budget constraints experienced by other colleges was another reason why some of the planned activities were not implemented.

DHET National Debate

The College was represented by two students (1 Sasolburg campus and 1 Kroonstad campus) at the DHET National debate held in Cape Town during August 2019. The two students were awarded participation medals.

Health and Wellness

The College embarked on the students' health and wellness activities throughout the year. The purpose was to promote and maintain healthy lifestyle. Good relations and partnership with health services within the local municipality made it possible that the following activities should be implemented:

- HEAIDS (HIV testing & referral, Glucose, Blood pressure, Body Mass Index, health diet, Pregnancy testing, STI testing)
- College Health and Wellness
- Substance abuse
- Blood donation
- Eye testing

Career development

The College was awarded an opportunity to have Career Development Officers by ETDP Seta for the duration of one year. They assisted students with the following:

- Career advice
- CV writing
- Exam preparation
- Study techniques
- Career guidance

PART C: PERFORMANCE INFORMATION



8. REPORT BY PRINCIPAL ON MANAGEMENT AND ADMINISTRATION

2019 is one of the many successful years the College has experienced. This is attributable to important achievements which were realised in various fields. Those include:

- students' attendance to classes and thereby complying with the 80% attendance policy,
- intensive and extensive training which was given to staff to enhance performance in their varied areas of responsibilities,
- excellence in managing college finances and
- managing finances of the newly instituted Community Colleges in the Thabo-mofutsanyana , Fezile Dabi and Lejweleputswa Districts of Free State Province,
- effective student services which included counselling of students and testing for HIV and AIDS. Staff were nonetheless also included in these endeavours like in the previous years, and
- continuously improving governance and management activities of the College.
- Lastly, and most importantly, there were notable achievements in the NC (V), Trimester and Semester examinations results.

1. TRAINING OF OFFICIALS AND STAFF

Staff Category	Number Trained	Programme	Gender		Race			
			F	M	African	White	Indian	Coloured
Managers	5	Governance Sage evolution PMDS Persal Advanced Project Management	3	2	3	1	1	0
Support staff	64	Customer service Persal King IV Corporate Governance Examinations security PMDS Advance Project Management	40	24	50	14	0	0
Lecturers	16	Automation technology. Facilitation of learning. GIZ Academy Training	5	11	14	1	1	0
Total	85		51	37	67	16	2	0

Training of staff on a continuous basis is regarded to be important by the College. This is for purposes of improving effectiveness in various functions of responsibilities. Different types of trainings, which were included in the human resource development plan of the college in the main, were offered. They included the following: A total number of eighty - five (85) officials was trained. Fifty - one (51) of this number, are females and thirty-seven are (37) are males. The college has a firm a firm believe that these trainings have increased the confidence of the college officials substantially so that they can increasingly perform their functions with respectable levels of proficiency, effectiveness and efficiency.

2. ENROLMENT OF STUDENTS

The College continued to achieve the required targets of students to be enrolled in 2019. The targeted Head Counts (H/C) were surpassed in the case of both formal and non-formal programmes. Whereas the targeted figure in 2019 was 9275 H/C in the case of formal programmes, 12111 was registered. The target H/C number for non-formal programmes on the other hand was 514 and the registered actual number was 520. In the same way the targeted number of FTEs was achieved as indicated. However, it should be noted that in this case targets for FTEs are not always decided upon and set.

Programmes		Target	Actual	Target	Actual
Formal Programmes	Year	2018		2019	
	Head Count	8645	12420	9275	12111
	FTEs	3915.83	4453.67	4209.00	4233.06
Non-formal Programmes	Year	2018		2019	
	Head Counts	425	482	514	520
	FTEs		638.26		396.80

3. Marketing

The Marketing section played a significant role in attracting potential applicants for various programmes offered by the College. A comprehensive marketing plan, which included advertising, sales promotion, personal selling and internal marketing, among others, was implemented. Increased numbers, some of which came from other countries and municipalities outside Fezile Dabi, were realised as a result. For instance, the college enrolled students from the following places as well:

In addition to marketing drives launched to attract potential students, the Programmes Qualification Mix (PQM) of the College also contributed in attracting students from various places including those indicated. The NQF aligned learnerships programmes offered also contributed towards enhancing the PQM of the College

Country	No of students	Females	Males
Lesotho	46	30	16
DRC	4	1	3
Somalia	1	-	1
Zimbabwe	9	-	9
Other African	3	-	3
Total	63	31	32

4. Bursaries and their disbursement

Flavius Mareka TVET College is enrolling students who come from poor socio - economic backgrounds in the main. As a result, many of the prospective students are not able to pay for their tuition. They can hardly access education and training unless some financial assistance is made available.

Since The National Students Financial Aid Scheme (NSFAS) was made available, students apply for bursaries in order to address this challenge. Applications for funds cover tuition, transport and accommodation so that they can further their studies and acquire skills and knowledge needed for their careers. Many of those who applied and qualified in 2019 were indeed assisted like in the previous years.

5. PLACEMENT OF STUDENTS

Placement of Report 191 students.

A total of three hundred and seventy-two (372) Report 191 students were placed in 2019 including hundred and nine learnerships students (109). Further attempts were made, on a daily basis, to find assistance of funding for those who could have been placed were it not of the shortage of funding from various sources.

By and large, challenges experienced are still many. Many businesses and industries are still not cooperating as much as they are expected to provide funds for this purpose and allow the College to place students in the organisations.

6. PARTNERHIPS

2019 Partnerships in Learnerships and skills programmes

In 2019, the college continued to establish partnerships for learnerships training under the auspices of its Partnerships and Business Unit (PBU). Those, which engaged with the College in this endeavour in the main, include NARYSEC Gauteng and the National Skills Fund (NSF).

2019 partnerships in learnerships and skills training

Partner	Purpose	Signed date	Qualification	No of Learners	Start Date	End date
NSF	Training of learners on AT (SA) Level 5	July 2018	AT (SA) NQF Level 5	30	November 2018	October 2019
NSF	Training ECD Learners	July 2018	ECD NQF Level 5	80	September 2018	July 2020
NARYSEC GP	Training in Learnerships	05 June 2019	Professional Driving NGF Level 3	50	August 2019	December 2019

7.

STUDENT SERVICES AND SUPPORT

Student Services and Support Section is the significant wing of students and staffs' academic life as well as their social welfare at the College. It has always made it its duty to organise and ensure that HIV and AIDS testing and counselling done per campus. During the year under review, sixty-six (66) students went through this process in the Sasolburg Campus. At Mphohadi and Kroonstad Campuses there were fifteen (15) and thirty-nine (39) students respectively afforded the same service. A total of hundred and twenty (120) students and six (06) college officials were counselled.

8. PERFORMANCE IN EXAMINATIONS

The teaching and learning in the classroom and the support leveraged from other sections of the College, like the Student Support Services in particular, expected to assist students to cope with vicissitudes of life while studying and to perform well in their examinations. There are, however, indications that the College has not been performing as well as expected when it comes to certification rate for two consecutive years as indicated below. Nevertheless, this is a challenge for which the College is not directly responsible because it does not issue certificates which are perpetually delayed.

Strategic outcome Target - Certification rate in TVET Colleges (%)

Programme Type	2018		2019	
	Target	Actual	Target	Actual
NCV L4	50%	43.5%	55%	42%
N3	40%	27%	45%	37%
N6 S	58%	44.67%	65%	63%
N6 T	58%		55%	38%
College	52%	29%	55%	45%

The 2019 examinations results

Differently from the certification rate, performance with regard to the pass rate was good in all programmes for the past two years. This is illustrated below:

Programme	Retention Rate (%)				Throughput Rate (%)				Pass Rate (%)			
	2018	2018	2019	2019	2018	2018	2019	2019	2018	2018	2019	2019
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Business Studies	97 %	90%	96%	94	60	52	59	70	60	71	60	72
Engineering	96	88	94	87	44	30	23	36	50	54	50	53
College	96	89	95	91	52	41	41	53	60	63	60	63

NCV		Retention Rate (%)				Throughput Rate (%)				Pass Rate (%)			
Campus	Level	2018	2018	2019	2019	2018	2018	2019	2019	2018	2018	2019	2019
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Sasolburg	4	81	83	69	54	39	25	45	35	55	30	69	76
Kroonstad	4	81	83	69	61	39	47	45	42	55	57	69	89
College		81	83	69	58	39	36	45	39	55	44	69	83

9. COLLEGE PERFORMANCE AND ORGANISATIONAL ENVIRONMENT

Flavius Mareka TVET College is situated within the Fezile Dabi District in the Northern Free State. This District is made up of the following municipalities: Metsi – Maholo, Mafube, Ngwathe and Moqhaka. These constitute the catchment area for prospective students to be enrolled in the College. The district is known to be the smallest of all others in the Free State Province. It also follows that its population is also relatively smaller. Industries and other business concerns in this area are also relatively few and they are particularly within the Sasolburg Town in the Metsi Maholo Municipality where SASOL Firm with its various branches is situated. Few coalmines are also available in this place. These industries are providers of employment within this area in addition to local government departments, which are available, and schools from which the College draws its prospective students.

Other towns like Frankfort in the Mafube Municipality, Kroonstad in Moqhaka, Heilbron and Parys in Ngwathe are full of stores, and cafes in the main. They are mostly, the main providers of employment to the majority of the semi - skilled and the unskilled people in these places. They therefore support the socio - economic lives of the populace within the district. Informal settlements abound throughout the district and particularly in the locations. They are increased by semi – urbanisation and migration which are increasing in leaps and bounds. Otherwise, self – employment is also visible in the form of street vendors and paddlers. They are seen in large numbers in the streets of these towns.

The district is largely rural and suitable for agriculture. There are many expanse farms in all the municipalities, which range from stock and various types of crop farming. These are also providers of employment to the rural inhabitants.

This College is the only tertiary institution which provides education and training within the district. It is therefore the main hope for career paths of the many prospective students from the towns in the municipalities and their rural areas. Experience has shown nevertheless that large numbers of students who enrol in the College also come from other districts of the province, other provinces like Gauteng and from foreign countries such as Lesotho, Democratic Republic of Congo, Zimbabwe and Somalia among others.

As part of the country experiencing large unemployment figures which are rising by the years, Fezile Dabi is characterised by fearsome unemployment. This was lately exacerbated by the ongoing closure of some of the mines and the scaling down of employees by various industries including SASOL. The quality of life of the populace which in the main hinges on the buying power as a result of people being

employed in their numbers has therefore been critically affected. This has eventually affected even the ability of paying for tuition in the institutions of higher learning like Flavius Mareka TVET College. Large numbers of students who have enrolled are faced with this enormous challenge. The effectiveness of government, with its different departments in all its spheres, SETAs, businesses and private organisations in the attempt to work cooperatively with the College to assist students with bursaries and placement for work experience on this score, has increasingly become very critical.

10. PERFORMANCE REPORTING

10.1. ANNUAL PERFORMANCE ACHIEVEMENTS

Use the table below to report on achievements of annual performance targets.

STRATEGIC OBJECTIVES	PERFORMANCE INDICATORS	2019 PLANNED TARGET	2019 ACHIEVEMENT	EXPLANATORY REMARKS
SO 1 To provide quality technical and vocational education and training services and increase academic achievement and success of students	Appropriate teaching and learning support plan developed and implemented (n)	1	1	Teaching and learning plan was drafted and submitted to DHET for approval. The plan was successfully implemented, monitored and reported on.
	Appropriate student support plan developed and implemented (n)	1	1	The SSS Plan was drafted and implemented accordingly
	Improved certification rates in: NC(V) L4	55%	42%	The certification target was not achieved due to many students' strikes, which were experienced in the academic year 2019.
	N3 &	45%	29%	The students' strikes and the short trimesters had a negative impact on certification rate.
	N6 (%)	60%	32%	Bus-53% and Eng- 11% The students' strikes and the short trimesters had a negative impact on certification rate. An

				improvement in BS however was experienced.
	Throughput rate for NC(V) L4 (%)	45%	39%	Some students deregister and register for Report 191 during the course of the year.
	Funded NC(V) L4 students obtaining qualification within stipulated time (%)	45%	39%	Bus-53% and Eng- 11% The students' strikes and the short trimesters had a negative impact on certification rate. An improvement in BS however was experienced.
	TVET students enrolled in PLP (n)	0	0	The college did not enrol for PLP in 2019
	Students completing artisan-related programmes (n)	0	0	No target for 2019
	Established centre/s of specialisation (COS) (n)	2	2	The target was met.
SO2 To have adequate infrastructure and systems in place to increase access and provide effective services to students	2019 Headcount enrolment (n) -state funded	7006	7006	The target was met
	2019 Headcount enrolment (n) - college funded	2299	5105	The college had a surplus, which assisted in funding students.
	2019 Headcount enrolment (n) - funded from other sources	477	400	Funding was sourced from programs which
	Percentage occupation rate of college accommodation (%)	100%	94%	The target was achieved; the excess students are part time students who are self-paying as PT is self-sustainable.
	Qualifying students obtaining financial assistance (n)	4200	4855	The target exceeded for financial assistance
SO3 To develop partnerships and maintain good	Beneficial and functional college partnerships (n)	12	20	The target was exceeded because we secured more partnerships.

stakeholder relations to increase the number of students who are adequately prepared to enter the labour market or further and higher learning opportunities	TVET lecturers placed in workplaces for specified periods (n)	20	3	Lecturers were reluctant to be placed during recess. It was furthermore difficult to place lecturers at business and industry, as companies do not want to take them in for reasons relating to confidentiality of their information.
	TVET students placed in workplaces/industry for specified periods for work exposure, experiential learning and/or certification purposes (n)	215	358	The target was exceeded because we received more funding and lot of workplaces accommodated learners.
SO4 To ensure continuous business excellence in terms of good corporate governance and effectual management of all college resources as well as information and data reporting	Compliance to governance standards (%)	100%	84.0%	College council was not fully constituted which lead to meetings for subcommittees not conducted 4 times per year according to SOP. Some of the policies were not reviewed in 2018.No proof of Council's minutes of their meetings were attached Reasons stated caused 15.5% deviation for underperformance..
	Compliance to policies and regulations applicable to the TVET College sector (%)	100%	50%	The review of policies is a challenge, records of approved policies and plans is inconsistent.
	Obtaining unqualified audits or assessments (n)	1	1	Target met
	Compliance with national policy of college examination centres conducting examinations and assessments (%)	100%	100%	Target met

S05 To monitor and evaluate all college processes in terms of the framework for TVET college performance and report quarterly in this regard	Accurate performance quarterly reports submitted for M&E purposes (n)	4	4	All reports were submitted to the regional office on time.
--	---	---	---	--

10.2. COLLEGE ACHIEVEMENT IN TERMS OF TVET SYSTEM TARGETS

Use the table below to report on achievement of TVET college system targets.

Strategic System Target	2017/18 Achieved Target	2018/19 Planned Target	2018/19 Achieved Target	Explanatory remarks regarding analysis and achievement
Headcount enrolments (n)				
State funded	7470	7367	7268	The number was determined by the Department in line with its capacity to funding students at the College.
College funded	3946	1278	7565	Some of these students will move to funded list as NSFAS is still updating the bursary list for Quarter 1.
Other sources	540	425	425	38 learners - funded by P Seta, 114 - Chemical Operations, 40 Welding L2, 15 Plant Production, 34 - Animal Production, 33 Fire and Rescue, 13 MQA, 3 DMV, 6 W&R Seta. 15 Plant production 34 Animal production
Certification rates in TVET qualifications (%)				
NC(V) L4	40%	50%	43.5%	More effort and focus was placed on NC (V).
N3	32%	40%	29%	The students' unrest, late release of results and an extended registration time had a negative impact on result.

Strategic System Target	2017/18 Achieved Target	2018/19 Planned Target	2018/19 Achieved Target	Explanatory remarks regarding analysis and achievement
N6	54%	58%	44.7%	The students' unrest, late release of results and an extended registration time had a negative impact on result.
Throughput (%)	25%	30%	23%	The bulk of the students drop out and enrol in different programmes.
Funded NC (V) L4 students obtaining qualification within stipulated time (%)	36%	36%	59%	More effort and focus was placed on NC (V).
Qualifying TVET students obtaining financial assistance (n)	4134	4200	4855	The target exceeded for financial assistance
Compliance with national policy when conducting national examinations and assessments (%)	100%	100%	100%	Target met
Compliance to governance standards (%)	85%	100%	84.5%	The College Council was not fully constituted. This led to meetings for subcommittees not to be conducted four (4) times per year according to SOP. Furthermore, some of the policies were not reviewed in 2018. There is also no proof that the Council held its meetings because the record of its meetings is not available including minutes. Reasons stated for this situation caused 15.5% deviation for under performance.
Students enrolled in artisan-related or occupational programmes (n)	90	18	0	0
TVET students placed in workplaces/industry for	0	240	304	There was enough funding available for students

Strategic System Target	2017/18 Achieved Target	2018/19 Planned Target	2018/19 Achieved Target	Explanatory remarks regarding analysis and achievement
workplace based learning (n)				'stipends, for learners at workplaces
TVET lecturers placed in workplaces for specified purpose (n)	14	20	3	Lecturers were reluctant to be placed during recess. It was furthermore difficult to place lecturers at business and industry, as companies do not want to take them in for reasons relating to confidentiality of their information.
(Optional) Students accommodated in public TVET college owned or administered accommodation (n)	110	110	101	Two female students have been accommodated in certain rooms instead of three

10.3. STRATEGY TO DEAL WITH UNDERPERFORMANCE

10.3.1 Academic: Certification rate and Throughput

Strategy	Task owner	Outcome
Classroom monitoring plans	Senior lecturer & HoD's	<ul style="list-style-type: none"> Controlled lecturer and students' attendance.
Common assessments	Lecturers teaching common subjects	<ul style="list-style-type: none"> Maintenance of the same standard across campuses. Sharing of good practices.
Student tutors	Top achieving students	<ul style="list-style-type: none"> Improved academic performance due to peer tutoring.
College Monitoring Committee	Committee members	<ul style="list-style-type: none"> The improved and quality assessments and accurate recording of marks. Quality assured documents used.

10.3.2 Registrar: Students accommodated in public TVET college owned or administered accommodation

Strategy	Task owner	Outcome
Providing student accommodation	Campus Management	<ul style="list-style-type: none"> Students accommodated at College owned accommodation

10.3.3 Compliance to governance standards (%)

Strategy	Task owner	Outcome
1.Scheduling and implementation of quarterly meeting for all subcommittees	Council Secretary	<ul style="list-style-type: none"> Completion of quarterly meetings Approval of policies

10.3.4 TVET lecturers placed in workplaces for specified purpose (n)

College Interventions	Resource Considerations	Spatial Reference	Links to other Plans
<ul style="list-style-type: none"> Partner with PBU to centralise placement. Have MoU's with identified Industry. Partnership with relevant SETA's. 	<ul style="list-style-type: none"> Financial Resources – Compensate placement Human Resources – coordinate placement Protective Clothing – safety Transportation Computer Internet connection Stationery 	<ul style="list-style-type: none"> Kroonstad Campus Sasolburg Campus Mphohadi Campus 	<ul style="list-style-type: none"> Skills Development Plan

PART D: FINANCIAL INFORMATION



11. FINANCIAL REPORTING

11.1. REQUIRED ATTACHMENTS FOR FINANCIAL REPORTING