

2024

FLAVIUS MAREKA TVET COLLEGE

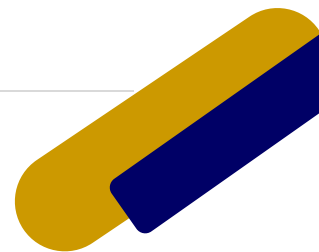


ANNUAL PERFORMANCE REPORT



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1. INTRODUCTION

Flavius Mareka Technical Vocational Education and Training (TVET) located within the Fezile Dabi District in the Free State Province was named after Mr Flavius Mareka who resided in Kroonstad. The College as a public educational institution was established in 2000, after the merger of Sasolburg Technical College, Kroonstad Technical College, and Mphohadi College of Education. The Continuing and Further Education and Training (CET) Act, No. 16 of 2016 and as amended, made provision for the College to operate as a public TVET college under the banner of the Department of Higher Education and Training (DHET).

Flavius Mareka TVET College central office is in the Sasolburg central business district and has three campuses and one satellite centre. The main campus that has the largest student intake is the Sasolburg Campus which is situated in Metsimaholo Municipality. The campus offers both the NC(V) and Report 191 engineering and business studies programmes. The Kroonstad campus is situated in the Moqhaka Municipality. The campus offers NC(V) business studies and engineering programmes and Report 191 business studies only. The Mphohadi campus is also located in the Moqhaka Municipality. The campus offers the Report 191 engineering studies and educare programmes.

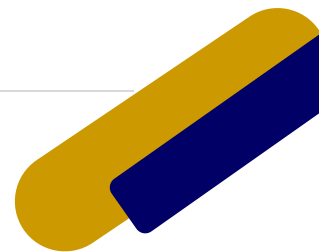
Governed by the Constitutional mandate and the Legislative and Policy Mandate in South Africa, Flavius Mareka TVET College is strategically placed to provide education and training opportunities within the communities that it serves. These educational opportunities will drive the skills revolution in the country whereby we are seeing ourselves as the preferred centre of quality education and training, sculpting cutting-edge innovation for excellence and development.

2. ABBREVIATIONS AND ACRONYMS

4IR	Fourth Industrial Revolution
AGSA	Auditor General South Africa
APP	Annual Performance Plan
ARCO	Audit and Risk Committee
ASD	Assistant Director
AG	Auditor General
CBD	Central Business District
CET	Continuing Education and Training
CIEG	Capital Infrastructure and Efficiency Grant

CMT	College Management Team
COS	Centre of Specialisation
CSTO	Co-ordinating SETA TVET Office
DHET	Department of Higher Education and Training
ETDP	Education Training and Development Practices
EWSETA	Energy and Water Sector Education and Training Authority
EXCO	Executive Committee
HRDS-SA	Human Resource Development Strategy for South Africa
FMTC	Flavius Mareka TVET College
IA	Internal Audit
ICT	Information and Communication Technology
LMIP	Labour Market Intelligence Project
LMS	Learning Management System
MERSETA	Manufacturing, Engineering and Related Services Sector Education and Training Authority
M&E	Monitoring and Evaluation
MICTSETA	Media Information and Communication Technologies Sector Education and Training Authority
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework
MQA	Mining Qualification Authority
NDP	National Development Plan
NEET	Not in employment nor in education and training (youth)
NSDS	National Skills Development Strategy
NC(V)	National Certificate Vocational
NSF	National Skills Fund
NSFAS	National Student Financial Aid Scheme
OIHD	Occupations in High Demand
OHS	Occupational Health and Safety
OPS	Operational Plan
PA	Personal Assistant

PFMA	Public Finance Management Act
PLANCO	Planning and Resources Committee
PLP	Pre-Vocational Learning Programme
PQM	Programme and Qualification Mix
PSET	Post-School Education and Training
Q	Quarter
S	Semester
SETA	Sector Education and Training Authority
SIPS	Strategic Integrated Projects
SO	Strategic Outcome
SOP	Standard Operating Procedure
SNE	Special Needs Education
SRC	Student Representative Council
SSP	Sector Skills Plan
SSS	Student Support Services
SWOT	Strengths, Weaknesses, Opportunities, Threats
TVET	Technical and Vocational Education and Training
TVETCGC	Technical and Vocational Education and Training Colleges Governance Council
UFS	University of Free State
WIL	Work Integrated Learning
WPBL	Workplace Based Learning



PART A: GENERAL OVERVIEW



3. MESSAGE FROM THE COUNCIL CHAIRPERSON.



As the former chairperson of Flavius Mareka TVET College Council, I take pride in what we collectively achieved throughout the year in 2023. Despite differences in opinions, as we are different in nature, we offered expertise, sharp intellect and passionately advocated for good governance. Sometimes emotions were high as we were passionate about ensuring that our students reached their full potential.

This report reflects efforts displayed by all committees of council to ensure that the vision of being a preferred Centre for quality education and training, sculpting cutting-edge innovation for excellence and development was achieved. We successfully managed to pause and reflect on our decisions and discussions during Council, EXCO of Council and Council committee meetings, to verify if our decisions made us the preferred Centre of quality education during 2023.

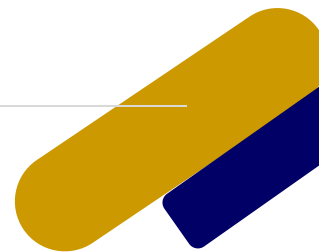
Council members understood the college vision and its implications as planning without action was futile and action without planning would be fatal. This saying is therefore relevant in this report, as it is chronicling the experiences of our five years together. We encountered challenges and achieved milestones.

Notwithstanding all the challenges and differences, we continued with our governance responsibilities thus making the council functional. Borrowing from Henry Ford's words that our coming together was the beginning of shaping futures for Flavius Mareka's TVET College students, we made progress, we worked together, we succeeded and will continued to give off our best.

A handwritten signature in black ink that reads "SJ Mohapi". The signature is written in a cursive style.

Dr SJ Mohapi

Chairperson of College Council



4. THE ACCOUNTING OFFICER'S FOREWORD



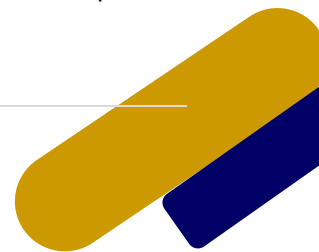
This Annual Performance Report for Flavius Mareka TVET College has given careful consideration to the 5-year strategic plan (2020 – 2024) of the College. This report further focused on the following national strategic outcomes:

- Expanded access to TVET College opportunities;
- Improved success and efficiency of TVET systems;
- Improved quality of TVET College provision; and
- Improved responsiveness of TVET Colleges to the world of work.

Colleges are trusted with the responsibility of training the youth and assisting them with the skills, which will not only make them employable but also turn them into entrepreneurs. For the curricula to be deemed responsive, it should feed into the different industries. Lecturers must also receive training, skills and possess abilities that are needed and currently necessary. The vision of Flavius Mareka TVET College is focused on achieving the mandate of producing Artisans. Therefore, the focus of this report is on teaching and learning, qualitative growth and expansion of access. Focus is also on increased placement of both students and lecturers to integrate theory with practice. The report also considers ways and means of increased certification rates, throughput rates and retention. The enhancement of articulation opportunities for the youth are primary goals in view of this activity. It is the understanding of all, that these are principles, which should characterise teaching and learning in this College, as curricula which identified scarce skills were developed.

Management and staff consciously regarded these as instrumental towards increased effectiveness towards the success of the College. In their view, these assisted to produce a work force with knowledge, skills and entrepreneurial spirit for the socio-economic development of their communities as opposed to producing graduates who can neither employ themselves nor be employed.

The conviction held, is that, attempts of addressing the challenges of creating a vibrant economy cannot be galvanized without conscious decisions of placing the said factors at the center of meaningful planning intended to address high levels of unemployment. The factors in question are therefore part of the strategy, which prioritizes



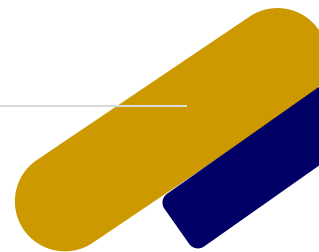
instrumental efforts of averting the mismatch between the supply and demand of knowledge, skills and attitudes required for improving this country's economy.

There are many challenges experienced by the College, which include among others decline in economy and underfunding. It is, nevertheless, the tradition and understanding of the College management and staff who consider challenges as inevitable in all endeavors of development. They are therefore resolved that part of their work will be to manage these challenges and ensure that they do not hinder efforts aimed at attaining objectives of this report.

As the Accounting Officer (Principal) of Flavius Mareka TVET College, I committed myself and the resources of the College to achieving the strategic outputs and targets as outlined in this report.



Ms. FM Chechile
Acting Principal



5. STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY

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

1. All information and amounts disclosed throughout annual report are consistent.
2. The annual report has been prepared in accordance with the guidelines issued by the Department of Higher Education and Training.
3. The annual financial statements have been prepared in accordance with the relevant standards, frameworks and guidelines issued by National Treasury.
4. 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.
5. 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.
6. The Auditor-General and/or external auditors express an independent opinion on the annual financial statements.



Ms. FM Chechile

Acting Principal

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.

6.2.1 THE COLLEGE WILL DEVELOP THE FOLLOWING POLICIES REQUIRED FOR IMPLEMENTATION DURING THE FIVE-YEAR STRATEGIC PLAN:

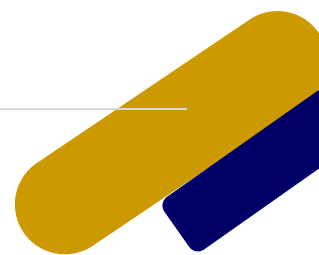
- Part time Policy
- Examination Policy
- Academic Support Policy
- Staff Bursary Policy
- Student/ Lecturer Placement Policy
- Partnership Policy
- Recognition of Prior Learning (RPL) Policy
- Transfer and Relocate Policy

- Job Description Policy
- Job Evaluation Policy
- Health and Productivity Management Policy
- Alcohol and Substance Abuse Policy
- Curriculum Policy
- Blended Learning Policy
- POPIA Policy
- Disability Policy
- Succession planning
- Health and Wellness Policy
- ICT Framework

6.2.2 THE COLLEGE ENDEAVOURS TO IMPLEMENT THE FOLLOWING STRATEGIC OBJECTIVES / PROJECTS DURING THE PLANNING CYCLE:

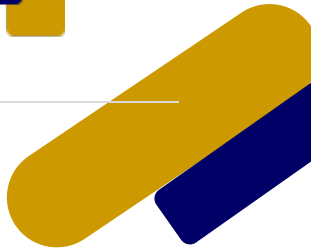
- The College provides the funding using the Staff Bursary Policy and system. The College endeavours
- to ensure that there is proper implementation of the recruitment policy and skills funding.
- Request for funding for infrastructure development for the four-in-one workshop at Mphohadi campus.
- The College infrastructure plan that will address maintenance projects.
- Create an awareness for the full implementation of the greening strategy.

The College will respond to the 4IR (Fourth Industrial Revolution) to enhance teaching and learning. The College will ensure that the LMS (Learner Management System) platform will be fully functional for online/ hybrid teaching and learning.





PART B: GOVERNANCE



7. REPORT OF COUNCIL CHAIRPERSON

The following additional information is also worthwhile to be reported by the College Council Chairperson:

7.1 Constitution of the College Council and Governance Structures

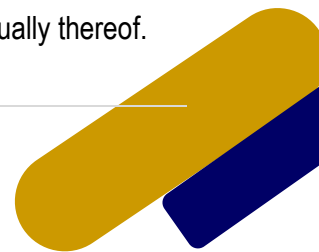
7.1.1 Names of council chairperson and members as well as their designated functions.

NO	Name	Designation	Members serving at the date of adoption of the report
1	Mohapi SJ	Chairperson: College Council	Serving
2	Mabaso CM	Deputy Chairperson: College Council	Serving
3	Chechile FM	Acting Principal and Academic Board Chairperson	Serving
4	Moremi MM	Chairperson: Finance Committee	Serving
5	Manoko PD	Chairperson: Audit and Risk Committee	Serving
6	Magubane MS	Chairperson: Planning and Resources Committee	Serving
7	Mfazi MLG	Chairperson: Conditions of Employment Committee	Serving
8	Mojapelo MP	External Council Member: Donor	Serving
9	Maseko GJ	External Council Member: Finance	Serving
10	Sithole TC	External Council Member: IT Governance	Serving
12	Ntaje MD	Internal Council Member: Support Staff Representative	Serving
13	Lethule RL	Internal Council Member: Academic Board Representative	Serving
14	Mbambo LJ	Internal Council Member: Lecturing Staff Representative	Serving
15	Tsotetsi M	Internal Council Member: Chief Student Representative Council	Not Serving
16	Rantso K	Internal Council Member: Chief Student Representative Council	Not Serving

7.1.2 APPOINTMENTS MADE IN THE YEAR IN TERMS OF SECTIONS 10(4) AND 10(6) OF THE CET ACT.

NO	TITLE	SURNAME	NAMES	POSITION
1	Ms.	Botha	VC	Internal Council Member: Student Representative Council (President)
2	Ms.	Matsela	M	Internal Council Member: Student Representative Council (Secretary)

In terms of section 14 of the CET Act, No. 16 of 2006 the Student Representative Council, is elected to office if for a period of one year. The newly elected SRC nominates its Council representatives and recommends them for appointment by the Council annually. The Council appoints the new Student Representatives annually thereof.

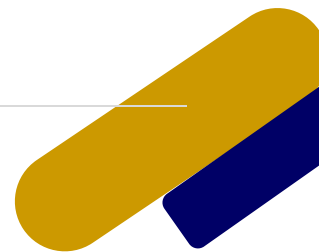


7.1.3 COUNCIL HELD A NUMBER OF MEETINGS AS INDICATED BELOW:

Quarter	Council or Sub-committee of Council	Date
Quarter 1	Academic Board	11 April 2023
	Conditions of Employment Committee	23 March 2023
	Planning and Resources Committee	05 April 2023
	Audit and Risk Management Committee	03 April 2023
	Finance Committee	26 April 2023
	EXCO College Council	08 May 2023
	College Council	11 May 2023
Quarter 2	Academic Board	20 July 2023
	Conditions of Employment Committee	13 June 2023
	Planning and Resources Committee	25 May 2023
	Planning and Resources Committee	08 August 2023 (special meeting)
	Audit and Risk Management Committee	
	Finance Committee	4 July 2023
	EXCO College Council	
College Council		
Quarter 3	Academic Board	30 August 2023
	Conditions of Employment Committee	
	Planning and Resources Committee	18 September 2023
	Audit and Risk Management Committee	24 August 2023
	Finance Committee	
	EXCO College Council	04 September 2023
	College Council	11 September 2023
Quarter 4	Academic Board	02 November 2023
	Conditions of Employment Committee	
	Planning and Resources Committee	17 October 2023
	Audit and Risk Management Committee	
	Finance Committee	
	EXCO College Council	
	College Council	

7.1.4 PERFORMANCE IN TERMS OF ITS STATUTORY FUNCTIONS, EXPLAINED IN SECTION 10(1)-(3) OF THE CET ACT

Council members have actively participated in the deliberations of the council in the best interest of the College. They have also attended the meetings of the subcommittees of council diligently and contributed to all the meetings of council. The council resolutions taken during the year were decided by the majority of the members present and council members attended either the specific constituted subcommittee or council meeting. Council and its subcommittees ensured one rule when deeming a meeting constituted which was to ensure that the number present at any meeting was at least half plus one of the total number of members of the council or the specific subcommittee holding office on the date of the meeting.



Throughout the year the either Chairperson or both the Chairperson and Deputy Chairperson have attended the meetings as illustrated in the meeting attendance below:

No.	Name	Designation	Quarterly Meetings	Attendance		
				Present	Apology	%
1	Mohapi SJ	Chairperson: College Council	4	2	0	100%
2	Mabaso CN	Deputy Chairperson: College Council	4	2	0	100%
3	Chechile FM	Acting Principal	4	2	0	100%
5	Moremi M	Chairperson: Finance Committee	4	0	2	0%
6	Manoko PD	Chairperson: Audit and Risk Committee	4	2	0	100%
7	Magubane S	Chairperson: Planning and Resources Committee	4	2	0	100%
8	Mfazi LMG	External Council Member: Legal	4	2	0	100%
9	Maseko G	External Council Member: Finance	4	2	0	100%
10	Sithole TC	External Council Member: IT Governance	4	2	0	100%
11	Hlahane PM	External Council Member: Curriculum Development	4	2	0	100%
12	Ntaje MD	Internal Council Member: Support Staff Representative	4	2	0	100%
13	Lethule RL	Internal Council Member: Academic Board Representative	4	1	1	50%
14	Mbambo L	Internal Council Member: Lecturing Staff Representative	4	1	1	50%
15	Tsotetsi M	Internal Council Member: Student Representative Council	4	1	1	50%
16	Rantso K	Internal Council Member: Student Representative Council	4	2	0	100%

7.2 REPORTS BY COMMITTEES

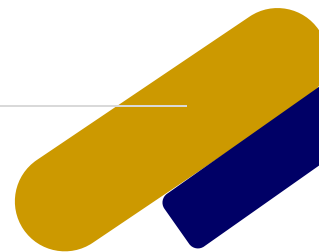
7.2.1. AUDIT AND RISK MANAGEMENT COMMITTEE (ARCO)

7.2.1.1 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 had to “implement internal audit and risk management systems which are not inferior to the standards contained in the Public Finance Management Act”.

The committee consisted of the members listed below:

- Chairperson: Mr P. Manoko
- Member: Mr L Ruka
- Member: Mr. M.P Moremi
- Member: Mr C. Sithole
- Internal Auditor (Shumba): Mr Chalton Chikudza
- Principal (Accounting Officer): Ms. F Chechile
- Deputy Principal (Finance): Mr. V Baloyi
- Assistant Director (M&E): Ms. M.D Mokhampanyane



The Committee met two times during the year on the 3rd of April 2023 and 26th of August 2023 respectively. The committee was further assisted by the Internal Auditors who provided the internal audit report and assisted with secretarial duties.

7.2.1.2. ARCO Responsibilities

The Audit and Risk Management Committee functions were effectively as required by the PFMA and Treasury Regulations. The Committee reported that it complied with its responsibilities arising from the principles of section 38(10) (1) of the PFMA and Treasury Regulation 3.1. The Committee also reported that it had 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 together with the Internal Auditor unit reported to the Audit and Risk Management Committee on a quarterly basis.

7.2.1.3. Risk Management

The Risk Management Policy at the College was approved by the College Council. The Audit and Risk Management Committee was accountable to the Council for designing, implementing and monitoring the process of risk management. High priority risks were reported and attended to at each Council meeting. Risk Management at the college was process driven by the Executive Management and the Audit and Risk Management Committee reviewed the risk register on a quarterly basis.

7.2.1.4. The effectiveness of internal controls

During 2023 the Audit and Risk Management Committee approved the three-year rolling strategic internal audit plan for the period from 2023 to 2025. The Internal Audit formed an integral part of the risk management processes and systems of internal control and provided the audit and risk management committee with an assurance that the internal controls were adequate and effective.

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

7.2.1.5. Evaluation of Financial Statements

The Acting Principal approved the engagement letter, terms, audit plan and budgeted audit fees for the external audit engagement for the year ended 31 December 2023. The 2023 Financial Statements had been reviewed by the Internal Auditors and submitted to the Acting Principal for approval as the term of College Council ended in October 2023.

7.2.1.6. Annual Performance Highlights

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

7.2.1.7 Annual Performance Challenges

Shumba Incorporated were appointed for a period of three (3) years from 2023 to 2025 for internal audit services at the college. The college outsourced the internal audit service as the college did not have a budget to appoint a fully-fledged Internal Audit Unit.

7.2.1.8. College Mitigation measures

The Internal Audit service provider continued to provide services on a 3 year contract basis and also assisted in reviewing the annual financial statements prior to them being submitted to the office of the Auditor General for review.

7.2.2. FINANCE COMMITTEE (FINCO)

7.2.2.1. Introduction

The College statute provided for the establishment of the Finance Committee to oversee and play an oversight role on the financial matters of the college related to sustainability, financial prudence, and as a going concern. The committee managed to attend and held four (2) mandatory pre-scheduled meetings in 2023. Generally, members always attained a quorum and have attended all meetings of the Finance Committee. The Finance Committee consisted of the following Members:

- Chairperson: Mr. M.P Moremi
- Member: Mr. P. Manoko
- Member: Dr. G.J. Maseko
- Acting Principal (Accounting Officer): Ms. F.M. Chechile
- Deputy Principal (Finance): Mr. V Baloyi
- ASD: Supply Chain and Asset Management: Ms. Hantie du Plessis
- Office Manager: Mr. R Nekhunguni

The Committee met twice during the year on the 26 April 2023 and 4 July 2023.

7.2.2.2 Finance Charter

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

- i. To monitor the implementation of the DAF that has been prescribed by the DHET.
- ii. To take overall responsibility for the review of the appropriateness and applicability of financial policies and DAF and recommend suitable changes to Executive Committee and Council.
- iii. 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.
- iv. To recommend to the Executive Committee and 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 maladministration has not followed these matters. The provisions of S46 of the CET Act needed to be followed in this regard.
- v. To ensure that an appropriate management information system was established to provide prompt and accurate financial information.
- vi. 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 reflected any shortfalls or under-collection in budgeted income (as this could impact the college's ability to deliver services) as well as any overspending (as this may result in unauthorized expenditure). The quarterly report also projected revenue and expenditure for the remainder of the year, and showed any remedial action proposed by the Deputy Principal- Finance (where necessary).
- vii. To review and recommend to EXCO/Council any capital projects, prior to commitment, and to monitor and report on the progress thereon.

- viii. 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 is proposing.
- ix. To review and recommend to EXCO/Council any sale or disposal of moveable assets proposed by management above the delegation of the Accounting Officer.
- x. To review management business case before submitting to Council for noting and submission to the Minister to approve the disposal of immovable assets.
- xi. 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.
- xii. To consider and recommend to EXCO/Council the write-off resulting from impairment of assets per the College's financial policies.
- xiii. 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.

7.2.2.3 Annual Performance Highlights

The Committee managed to execute all the functions mentioned above:

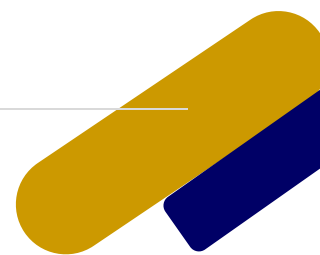
- The Committee managed to implement the functions and policies during the year under review.
- committee attended the quarterly meetings accordingly.
- Analysed and recommended quarterly financial reports for noting to Executive Committee and Council
- Recommended college Financial Policies for approval by the Executive Committee and Council
- Presented the Projected 2022 Financial budget for approval by Executive Committee and Council
- Enabled the college to achieve Financial Sustainability and as a Going Concern
- Improved collection of NSFAS outstanding student debt by the College

7.2.2.4 Annual Performance Challenges

The College still encountered delayed outstanding student debt collection from students.

7.2.2.5 College Mitigation measures

The principal sustained communication with NSFAS for outstanding student debt. The College is constantly and continuously collecting outstanding fees to improve the debtor's book



7.2.3. CONDITIONS OF EMPLOYMENT EQUITY

7.2.3.1. Introduction

The Committee was fully constituted in terms of the Statutes (internal and external members). The Committee performed its oversight work during the year under review, through the two quarterly meetings including amongst others, monitoring of the Post Provisioning Norms implementation and appointments as well as conditions of service matters. The Committee held two meetings for the year under review as the term of office ended in October 2023. The two meetings were held on 23 March 2023 and 13 June 2023.

7.2.3.2. Policies

The Conditions of Employment Committee managed to adopt the following mandated policies and resolutions from DHET:

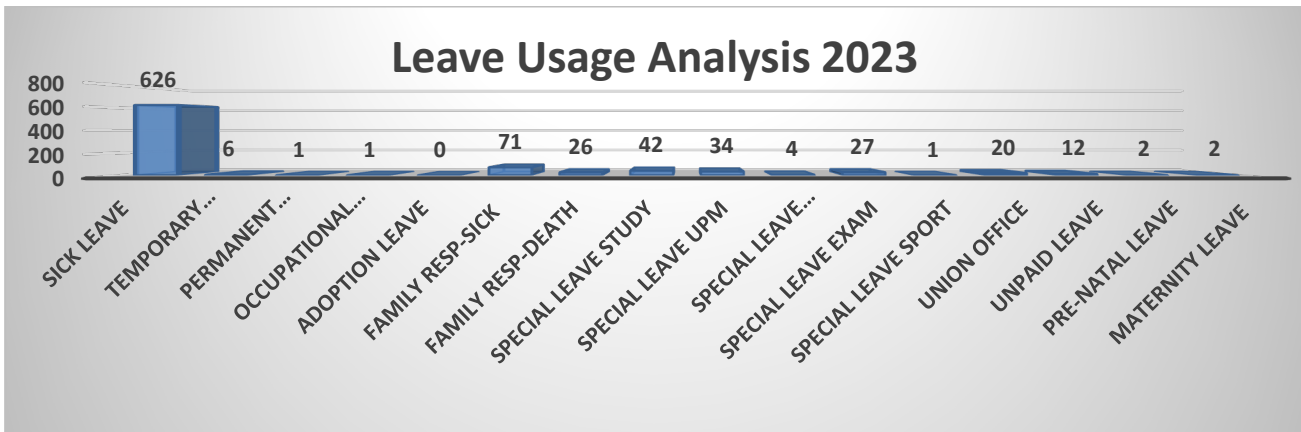
- Acting Appointment Policy
- Alcohol and Substance Abuse Policy
- Bursary Policy
- Developmental Programmes Policy
- Employment Equity Policy
- Health and Productivity Management Policy
- Leave Policy
- PMDS Policy
- Skills Development Policy
- Special Leave Policy
- Staff Retention Policy
- Transfer and Relocation Policy
- Job Description Policy
- Job Evaluation

7.2.3.3 College Organisational Structure

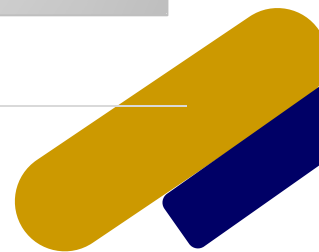
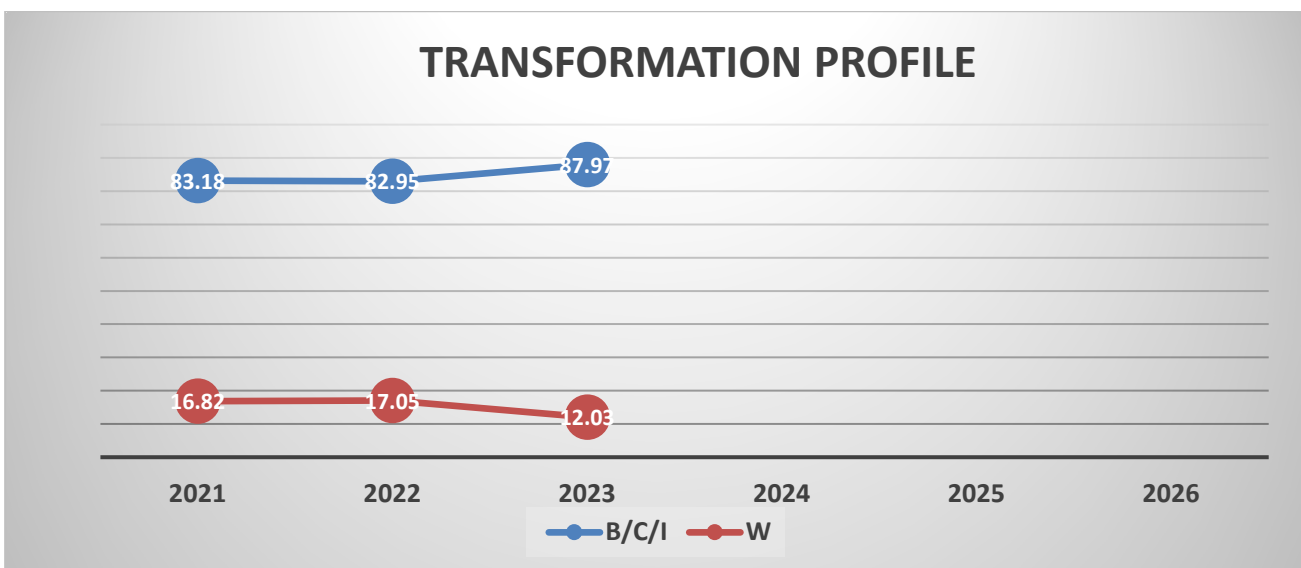
STAFFING STRUCTURES	DHET PERSAL	COUNCIL STAFF	TOTAL
Executive Management (Principal + Deputies)	5	1	6
Senior Management (Central + Campus Managers)	15	2	17
Middle Management (HODs)	3	0	3
Senior Lecturers	15	0	15
Lecturers + CoS Facilitators	80	32	112
SL 2-8 Support Staff	78	30	108
Total	196	65	261

7.2.3.4. Leave

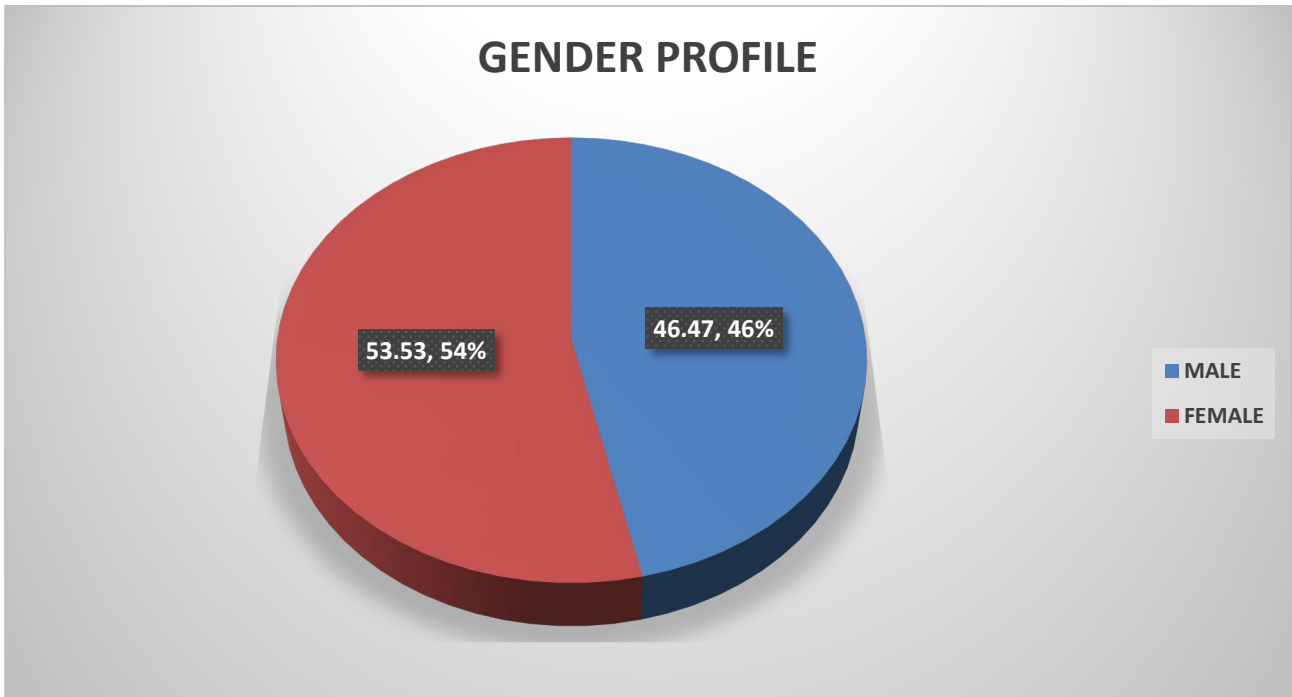
Leave analysis and records of leave taken for the year under review



7.2.3.4. Transformation and Gender Profile statistics for the year under review:



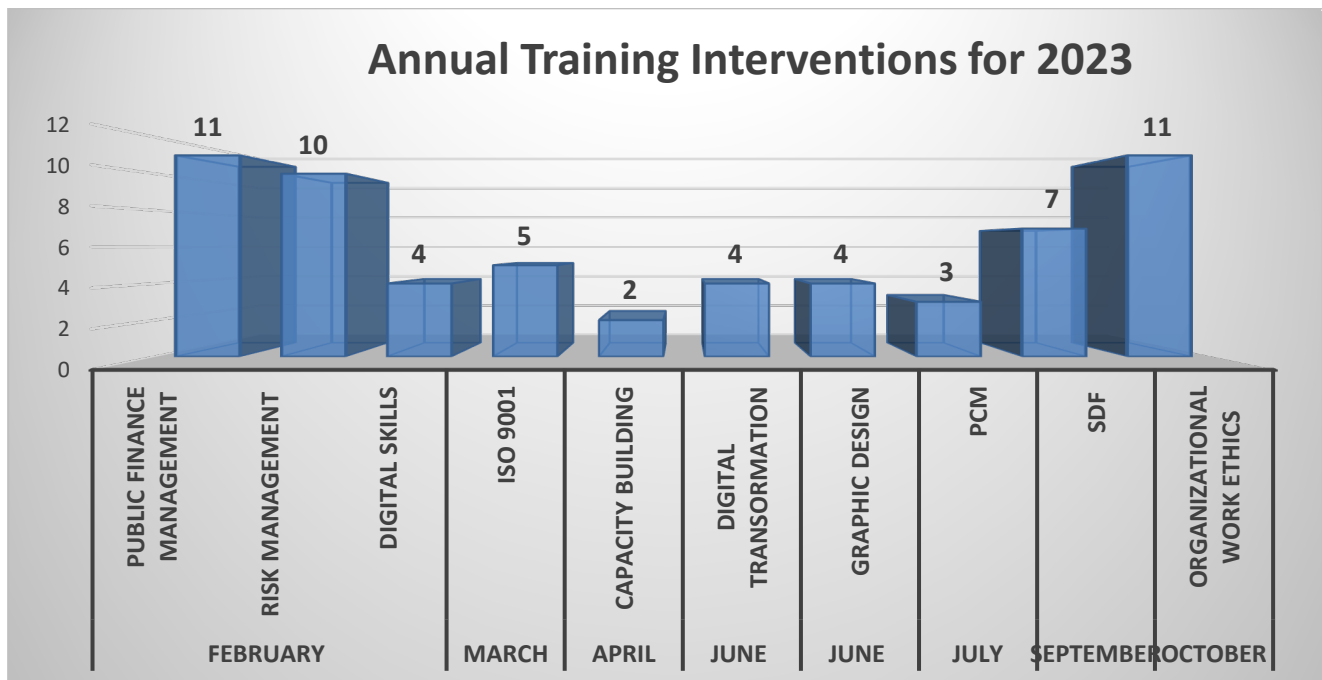
7.2.3.5 Gender profile at the end of 2023



7.2.3.6 Training and Development

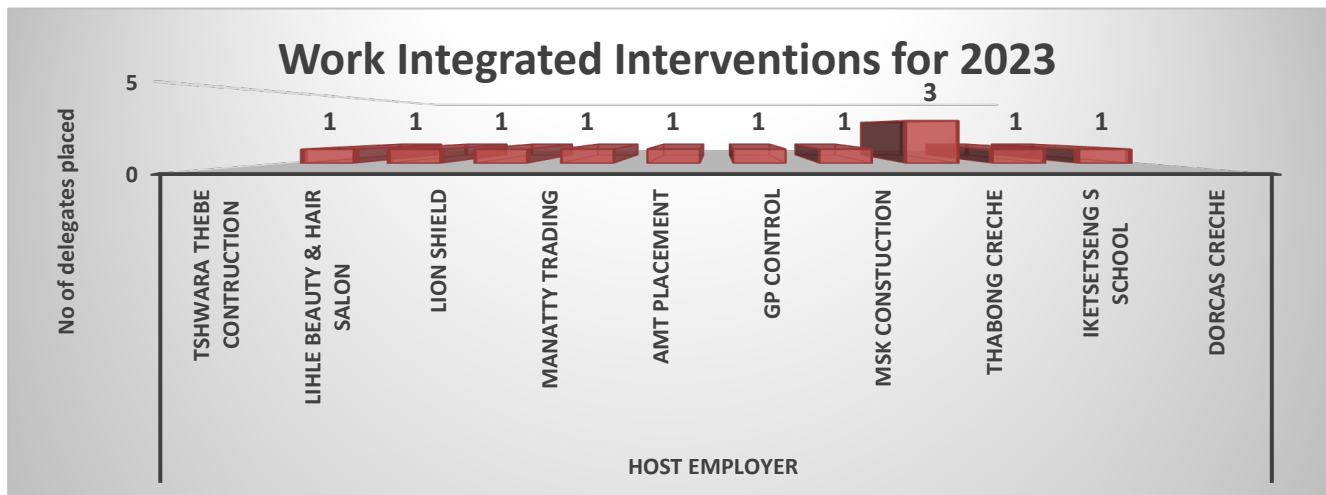
The Committee discussed the training report which was inclusive of Work Integrated Learning and verified all training initiatives that were implemented.

7.2.3.6.1 Training Interventions



7.2.3.6.2 Work Integrated Learning (WIL)

The committee discussed Work Integrated Learning (WIL) process and interventions that were in line with departmental targets to ensure compliance.



7.2.4. PLANNING RESOURCE COMMITTEE (PLANCO)

7.2.4.1. Introduction

The Committee was fully constituted in terms of the Statutes (internal and external members). The Committee performed its oversight functions during the year under review, through four quarterly meetings which included amongst others to provide strategic management and monitoring and evaluation services by:

- Evaluating and monitoring the strategic planning process.
- Compilation of the strategic and operational plans.
- Facilitation of the development and implementation of service delivery improvement plans and initiatives.
- Supporting the implementation of priority programmes/projects.
- Evaluating and monitoring institutional performance and strategic reports.
- Approval and evaluating the implementation of productivity measurement framework (through the measurement of how efficiently and effectively labour, financial resource and infrastructure) are translated into outputs (good and services).

The Committee held five meetings for the year under review as the term of office ended in October 2023. Meetings were held on the following dates:

- 05 April 2023
- 25 May 2023
- 08 August 2023
- 18 September 2023 (Special Meeting)
- 17 October 2023

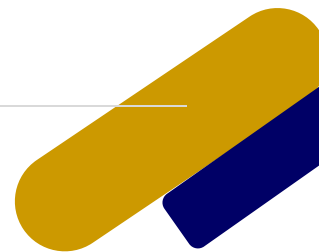
Planning and Resources Committee Member	Designated Function	05 April 2023	08 August 2023	18 September 2023	17 October 2023 (Special Meeting)	Attendance
Ms. S Magubane	Chairperson of Planning and Resources Committee	✓	✓	✓	✓	4
Mr. TC Sithole	Council Member	✓	✓	✓	✓	4
Mr. J Tema	Deputy Principal: Corporate Services	✓	✓	✓	✓	4
Mr. FM Mojapelo	Council Member	✓	✓	✓	✓	4
Ms. F Chechile	Acting Principal	✓	✓	✓	✓	4
Ms. R Singh	Deputy Principal: Registrations	✓	Apology	✓	Apology	2
Mr. ET Ntsieng	Deputy Principal: Finance				✓	4
Mr. MP Seroka	Campus Manager: Kroonstad Campus	✓	✓	✓	✓	4
Ms. MW Motloung	Assistant Director: TVETMIS and Planning	✓	✓	✓	✓	4
Mr. T Meloe	Campus Manager: Mphohadi Campus	No apology	Apology	✓	No apology	1
Ms. N Mohlaphuli	Campus Manager: Sasolburg Campus	✓	No apology	✓	No apology	2
Mr. T Mhlongo	Assistant Director: Maintenance and Facilities	✓	✓	✓	✓	4
Ms. N Fume	Office Manager: Governance and Administration	✓	✓	✓	✓	4
Ms. T Dlamini	PA to the Principal	✓	✓	✓	✓	4

The Planning and Resources Committee (PRC) was established by the College to undertake an oversight role in respect to the overall college planning and infrastructure, maintenance and repair projects. It was befitting to embed the capital efficiency infrastructure grant (CEIG) under the PRC as it sought to advance the maintenance of the College's infrastructure in terms of ablutions and roofing. The Planning and Resources Committee ensured that these projects were upheld, in terms of quality, spending patterns and scope of work.

The 2023 calendar year recorded the following milestones:

- Over 90% spent on the CIEG allocation.
- Appointment of principal agents as a body, which guided the technical expertise for projects.
- Appointment of a hygiene company in order to uphold the standard of hygiene and compliance to OHS matters.
- Constructed a new electrical workshop at the engineering section at the Sasolburg Campus.
- Procurement of generators for the Mphohadi and Kroonstad campus and the engineering studies section at the Sasolburg campus.
- Completed the sport courts at the Mphohadi Campus.
- Floor maintenance was completed at year end at the engineering studies section at the Sasolburg campus, and the outstanding payment was made in January 2024. As with all projects the retention fee would be paid before the 2024 year end.

The stipulated successes co-existed with several pitfalls such as delays in completion of work, coupled with extension of the scope based on a variety of reasons. The Planning and Resources Committee made significant progress during the year under review despite noticeable supplier and procurement challenges.



7.2.4.2. 2022/23 Planned Projects

Campus	Project Description	Estimated Value
Central Office	Generator Installation for back-up power	R600 000
Mphohadi Campus	Generator Installation for back-up power	R1200 000
Kroonstad Campus	Generator Installation for back-up power	R1200 000
Sasolburg Engineering Studies	Conversion of old asbestos workshop into a brickwork workshop	R900 000
Sasolburg Engineering Studies	Repairs and maintenance to floor coverings	R4000 000
Central Office	Roof and gutter maintenance	R800 000
Mphohadi Campus	Fencing around the Main Campus	R8000 000

The college continued with its efforts to guarantee the *generation of 3rd stream income* and has now even appointed a Donor representative to advance funding of partnerships to cover amongst others, placement of artisans, students with special needs and other unfunded programmes and projects.

The College is still experiencing some challenges including; dropout rates, late submission of documents and reports, setting unrealistic targets and unable to realise set targets, and resignation of the Deputy Principal Finance and Supply Chain. The College was able to devise internal strategies to address the mentioned challenges.

7.3 ACADEMIC BOARD REPORT

7.3.1 The Academic Board achieved the following:

- Recommendation for procurement of laptops for all lecturers.
- Recommendation to the College Council for lecturers and students to have access to Wi-Fi.
- Approved establishment of the phasing-out of Report 191 N1 - N3 and Educare from 2024 onwards.
- Monitored the management and administration of students' bursaries (NSFAS).
- Recommendation to the College Council for the use of Moodle for the Learner Management System to facilitate the introduction of online/ blended teaching and learning.

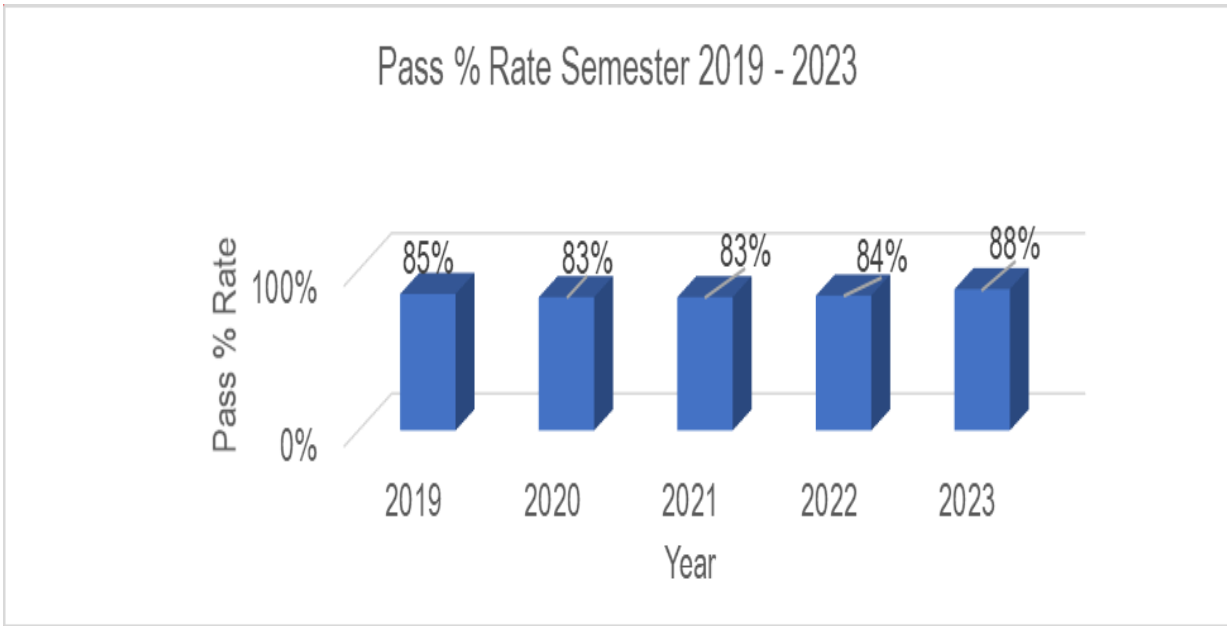
7.3.2 Student performance

College performance for the five-year period 2018 to 2023 was assessed and measured in terms of the following Performance Indicators:

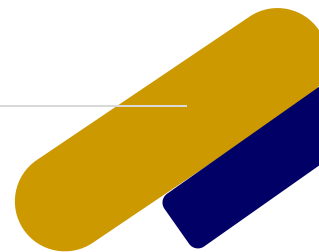
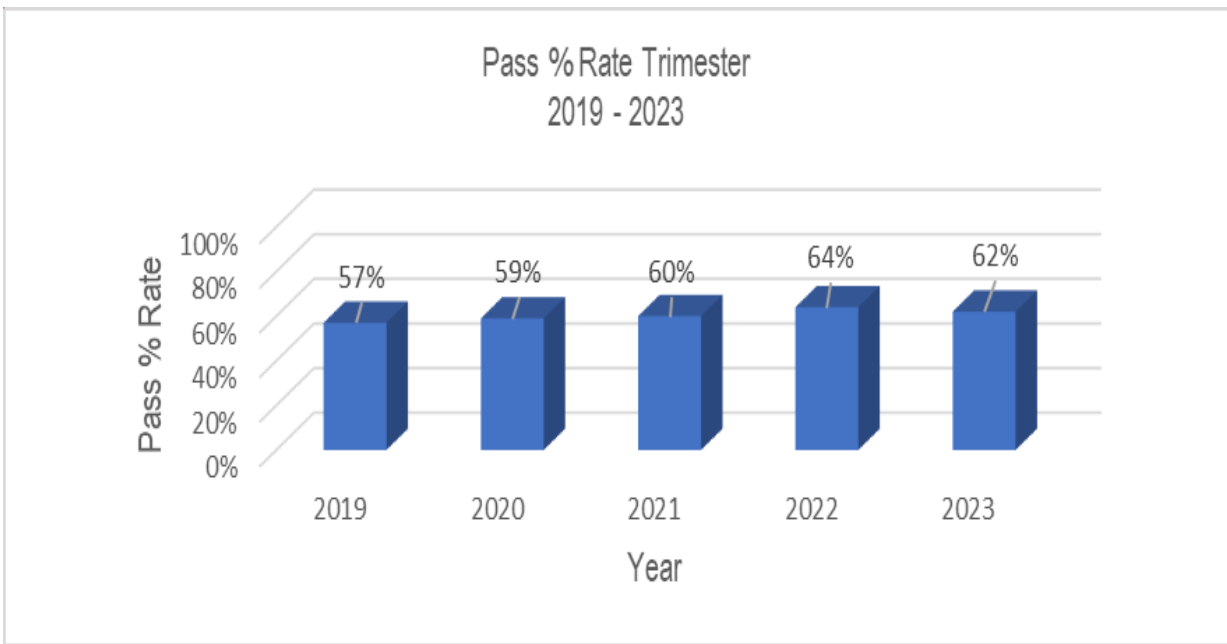
7.3.2.1 Pass rate

The percentage of students who passed was calculated by dividing the total number of students who passed (pass plus conditional pass) by the total number of students who sat for an examination cycle.

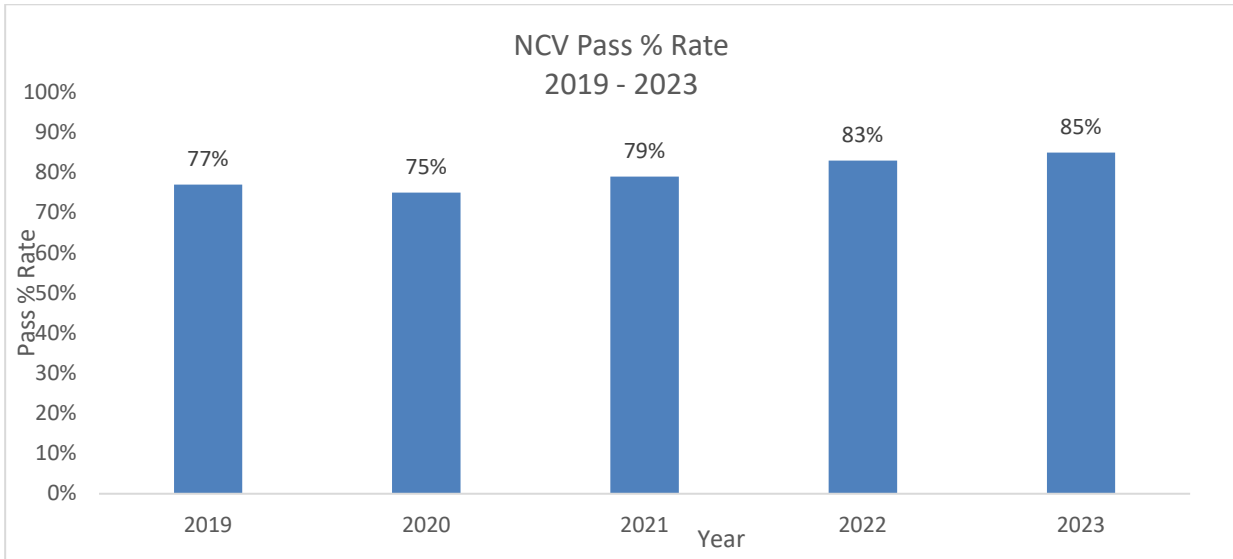
Achievement in comparison for semester programmes



Achievement in comparison for trimester programmes



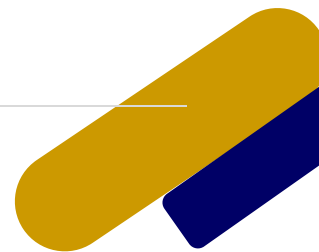
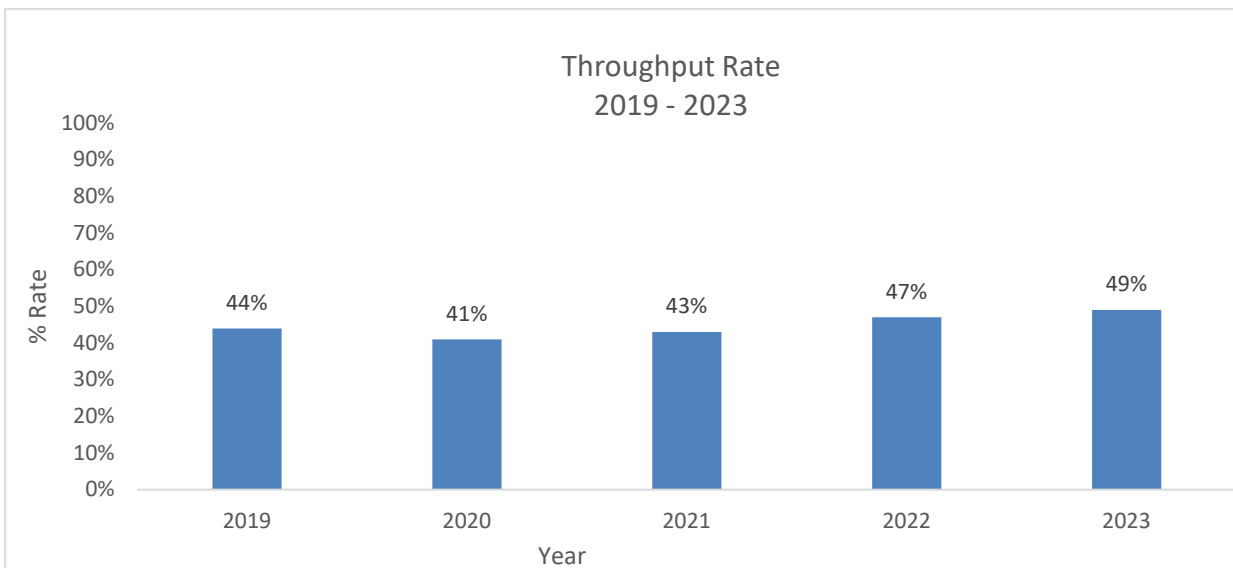
Achievement in comparison for NC (V) programmes



7.3.2.2 Throughput rate

Is the rate at which a cohort successfully completed a qualification within the stipulated timeframe for that qualification. A calculation based on the number of first-time entry undergraduate students of a specific cohort for a specific year who have graduated either within the minimum time, or up to two years beyond the minimum time, against the number of students in the baseline enrolment of that cohort.

NC (V) Throughput rate comparison



7.3.2.3 Current Programme Offering

Flavius Mareka TVET College is a Centre of Specialisation for two trades; Electrician and Plumber. It is also offering a variety of Occupational programmes that are geared towards employability, entrepreneurial opportunities and skills development.

The college is constantly striving for an alignment between available qualifications and skills possessed by the labour force and those demanded by employers. To this end, the college is currently offering the following NCV courses at both Sasolburg and Kroonstad campuses:

- Civil Engineering and Building Construction
- Office Management
- Electrical Infrastructure Construction
- Engineering and Related Design
- Generic Management

The college, as part of the Technical Vocational Education and Training (TVET) sector, is a key component of the National Development Plan's (NDP's) vision of expanding South Africa's skills base over a long term by producing technically trained workers and artisans and has an important role to play in addressing mismatches between supply and demand.

The college was also offering the following Report 191 programmes offered at the Mphohadi and Sasolburg Campuses:

- Electrical Engineering (N1 – N6)
- Mechanical Engineering (N1 – N6)
- Building and Civil Engineering (N4 – N6)
- Chemical Process Control (N3 - N6)
- Boiler Making Engineering (N1 - N3)
- Instrument Engineering (N1 - N3)

7.3.2.4 Programmes Phased-Out

The phasing out of programmes was necessitated by the college's research on programmes, which addressed the needs of the community and the Province.

The changing landscape of the TVET Sector, which demanded that the colleges had to implement programmes that were relevant and responsive to the needs of industry and local communities. The phasing out/discontinuation of the following programmes was discussed with all stakeholders:

- Educare N4 – N6 (No new N4 enrolments from January 2024).
- Engineering Studies N1 – N3 (No new N1 enrolments from January 2024).

7.4 STUDENT REPRESENTATIVE SUPPORT REPORT

7.4.1 Introduction

The three campuses had a smooth election of their SRC leadership committees and the Chief SRC was elected from the campus SRC from the three campuses. Induction Level 1 (SSS practitioner), Level 2 (campus management teams), Level 3 (college senior management) and Level 4 (external training provider) were completed to adequately capacitate the SRC's. The Chief SRC had a representative on below listed college committees:

- College Council
- Academic Board

The SRC participated and contributed positively to the College operations through their monthly meetings with the ASD – SSS as scheduled on the year plan. The SRC was also provided with college branded attire so they could be visible and represent the college well most especially when attending external events/ activities.

The students at the Kroonstad and Sasolburg campuses embarked on a protest over NSFAS bursary issues. College management engaged the students by responding to the memorandum of demands submitted during the protest and had meetings to resolve the student issues. The SRC participated in the activities of Provincial SATVETSA (South African Technical Vocational Education and Training Student Association) and one member was still serving on the Provincial committee.

7.4.2 Sports, Arts and Culture

Athletics

The Provincial CoSACSA (College Sports, Arts and Culture South Africa) athletics meeting was held in Bethlehem and the National competition was held in Pietermaritzburg. Our students participated in both activities.

7.4.3 Health and Wellness

The college embarked on student health and wellness activities throughout the year to promote and maintain a healthy lifestyle. These activities were only possible due to good relations and partnership with health service providers including Higher Health. The activities included the following:

- Health Activations (HIV testing & referral, Glucose, Blood pressure, Body Mass Index, health diet, Pregnancy testing, STI testing)
- Substance abuse
- Blood donation
- Vaccine roll-out
- Mental health dialogues
- Gender based violence dialogues.

7.4.4 Career development

The college procured the learner profiler system which enabled the students to do their placement and selection online. Students continued to be provided with career assistance services which included the following:

- C.V. writing
- Exam preparation
- Study techniques
- Career guidance
- Career exhibitions

PART C: PERFORMANCE INFORMATION



8. REPORT BY PRINCIPAL ON MANAGEMENT AND ADMINISTRATION

The College was able to formalise relationships with numerous private companies for the placement of instructors, apprentices, and for work integrated learning placements. SETA and government departments also signed formal Memorandums of Understanding. This was done to ensure that theoretical knowledge was applied and curriculum delivery was strengthened.

In order to obtain a Level 5 qualification, the College further co-operated with the University of the Free State. Eighteen students who finished the N6 program were trained, given certificates and laptops for the Introductory Entrepreneurship program through a partnership with Central University of Technology. Fifty-five (55) students signed up for the college's Access University Program at the Skills and Innovation Center for the 2023–2024 academic year.

The following organisations and the College have maintained productive and successful partnerships:

- Department Rural Development and Land Reform contributed significantly to the College.
- Fezile Dabi District Municipality, Ngwathe Municipality Lejweleputswa District Municipality, Matjhabeng and Tokologo Local Municipality
- The University of the Free State and Central University of Technology
- Sasol mining
- Various SETA's (SASSETA, W & R SETA, ETDPSSETA, MERSETA, SERVICES SETA, EWSETA, MICSETA and MQA)
- National Skills Fund
- National African Federation for the Building Industry (NAFBI)

9. COLLEGE PERFORMANCE AND ORGANISATIONAL ENVIRONMENT

9.1 OVERALL ACHIEVEMENTS

- Accreditation of Occupational programmes and Electrician and Plumber workshops.
- Accreditation for the Plumber trade test centre.
- Upgrading of security infrastructure in the form of access control, surveillance cameras and fences.
- Refurbishment and upgrading of ablution facilities.
- Refurbishment and upgrading of asbestos classroom and converting into Electrician Trade Test Center.
- Managed pro-active and flexible responses to the challenges facing the College.
- Pursuing a student-centered teaching and learning approach that encourages the continuous development of students.
- Planning documents were prepared by the college, considered at sub committees, approved by Council, and

submitted on time to the Department of Higher Education and Training (DHET).

- Where proper process and consultations were not followed, Council ensured that the College was taken to task.
- Feedback from DHET was considered, reviewed, and necessary amendments made, if any and Council informed accordingly.
- During the term of this Council, Council had seen a shift in the College direction and how it prepared and submitted documents for council approval.
- The Council has noted achievements and targets where the college did not perform optimally.
- Established 4IR centre and ICT Hub funded by TVETCGC.
- The College was stable; there were no crises within the leadership or management structure. The council provided a governance and oversight role without interference in college administration.
- Reviewed the College Strategic Plan – the vision, mission and value statement.
- Ensured approval of the five-year strategic plan (2019 - 2024).
- Ensured approval of the Annual Performance Plan 2024.
- Ensured ongoing monitoring of performance, with the last one being the Q3 Monitoring and Evaluation report.
- Advised the College, where necessary, on possible ways of advancing the outcomes and addressing challenges.
- Ensured meetings are held quarterly and /or as prescribed.
- Reviewed the Council Charter and Charters of Committees of Council.
- The limited time available to consider key documents was noted. Key areas of concern were flagged, and some amendments were made before submission due dates.
- Ensure current and visionary thinking at the college, as new programmes, Farming Management N4 and Mechanisation N4 – N5 were introduced at Kroonstad Campus. The DHET has included new programmes on the funding Grid for 2024 – Hairdressing and Occupational Programmes.
- Ensured quarterly reporting on the CIEG project, and therefore an Audit Company, Jaji Advisory Services Inc. was appointed to assist the college.

9.2 Challenges experienced

- Inadequate funding from DHET.
- Rigid Strategic Planning template that allows little room for flexibility.
- Huge number of College Council paid staff as per requirements for college operations.
- The college should appoint a principal permanently to maintain stability.

- Delays in receiving strategic documents from DHET delayed the planning process, thus limiting consultation, review, and approval by Council.
- Delays in the appointment of key officers at the college did not bode well for the college.
- Fluidity in management positions did not provide solid terms in office.
- Insufficient funds to support college plans. For instance, this Council in the main, has only visited/been to the Head Office of the College and have not seen/visited any other facilities/campuses of the college; and Council having to limit engagements to ensure spending within budget (Cost containment and use of virtual meetings to accommodate working members).
- Challenges brought about by COVID 19 and subsequent holding of virtual meetings.

9.3 Recommendations

- The College should not rely on DHET funding. The College should identify means to generate own revenue including the involvement of Donor funding.
- College to hold a joint workshop between council and management to fully understand the College, its role within the community sector, and to ensure alignment between the needs and the strategy.
- Provide stringent oversight to ensure alignment to the strategic goals and objectives of the college.
- Hold Management of the college responsible for advising sound communication across the college and to ensure involvement of all relevant stakeholders in strategic matters.
- Ensure that the college is well equipped to realize set targets and expected outcomes.

10. Performance Reporting

10.1. Annual Performance Achievements

STRATEGIC OUTCOME	OUTPUTS	OUTPUT PERFORMANCE INDICATORS	TVET COLLEGE 2023 PLANNED TARGET	TVET COLLEGE 2023 ACHIEVEMENT	EXPLANATORY REMARKS
SO 1 Expanded access to TVET College opportunities	1.1 Students enrolled and managed as per enrolment plan	Number of students enrolled in different programme types	7821	12247	The College achieved and exceeded its planned target.
		*NCV	538	604	The College achieved and exceeded its target.
		*Report 191	6433	11211	Target exceeded.
		*PLP	70	41	More marketing of the programmes were needed.
		*Occupational qualifications (including COS)	393	275	Funding was required for the intake for more students.
		*L5 and L6 Qualifications	205	30	College had to apply to offer more programmes

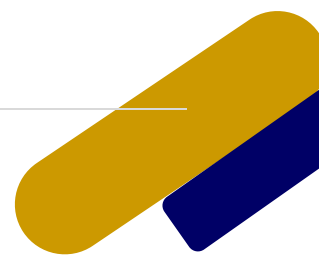
		*Skills Programmes	182	86	Intake depended on funding received.
	1.2 College is meeting online learning requirement	*Set up a blended learning unit/team at a campus and College level	100%		The College did not have a team dedicated to blended learning. LMS manager was appointed to manage the system.
	1.3 College student accommodation is optimally utilized	Occupation rate (%) per enrolment cycle	100%	84%	Strict rules that included a fixed time when all students must be in at night. No visitors were allowed in the rooms. Students were unsure of their NSFAS status and are afraid that if NSFAS does not pay they will then have a very large debt on their account for which they will be responsible. Private accommodation is cheaper, they can share rooms which can lower the rent even more.
SO2 Improved success and efficiency of TVET systems	2.1 Apprentices are enrolled and trained in COS	Number of artisan learners trained in CoS per annum	103	179	College received enough funding to take in more Artisans.
	2.2 Students complete qualifications and programmes and exit the College	Number of students completing College programmes	556	566	College achieved its planned target and exceeded it.
		Number of students exiting NCV L4	50	46	Target not achieved; the College will increase intake on the lower levels to meet the target at exit level.
		*Number of students exiting N6 Semester	432	486	Target reached; lower levels intake had to be increased to cater for higher levels.
		*Number of students exiting N6 Trimester	74	34	Target not reached; lower levels intake will be increased to cater for higher levels.
	2.3 NCV students' complete qualification within 3 years	Throughput rate (%) of NCV L4 student cohort	7%	8%	Target achieved, more work to be done to improve on the pass rate
	2.4 PLP students are retained	Retention rate (%) in PLP	100%	96%	Target not achieved, follow-up with absent students to be done to avoid high dropout.
2.5 PLP students' progress into initial programmes of choice	Progression rate (%) of PLP students	100%	48%	The College could not trace some of the learners who have enrolled at other institutions of higher learning.	
SO3 Improved quality of TVET College provision	3.1 College Councils are constituted and comply with standards	% compliance with governance standards	100%	87%	Council, its subcommittees, Academic Board and SRC were fully constituted and functional. Council performance was assessed and as per DHET. Council budget and expenditure was monitored and kept within its limit. College Policies were functional but due for review. The College adhered to the Travel guidelines and used a service provider. The SSS monitoring tool was submitted on time. The College is on a qualification opinion as per AGSA audit of 2022 concluded in May 2023. Internal controls were not effective as AGSA have raised concerns with regards to them. The College was above 70% spending on allocated CIEG grant.
	3.2 Examinations are conducted with minimum irregularities reported	% Compliance with examinations standards and policy	100%	100%	S2, T3 and NCV examinations were implemented according to the following directives: EXAMINATION PROCEDURES AND INSTRUCTIONS - Revised October 2023 Mandated by the National Policy Pertaining to the Conduct, Administration and Management of the Examinations of Colleges Established, Declared and Registered in terms of the CET Act, 2006 (Act No. 16 of 2006) National Certificates

					(Vocational) [NC(V)] and National Technical Diploma (NATED) Report 190/1 and the National Policy Pertaining to the Conduct, Administration and Management of the Examinations of Colleges Established, Declared or Registered in terms of the Continuing Education and Training Act, 2006 (Act No. 16 of 2006)
	3.3 More students meet the requirements for writing examinations	% of registered students (based on subject enrolment) qualifying for examinations	100%	72%	Students were negatively affected by the attendance policy, while they had a good year mark.
	3.4 TVET College lecturers are placed in industry for specified periods to gain relevant experience	% of TVET College lecturers placed in industry	10%	10%	The continued support by campuses and availability of lecturers to participate in WIL were enabling factors towards targets being met. There was consistency in terms of meeting quarterly targets thus resulting in the set annual targets being met.
	3.5 Partnerships signed for improving teaching and learning and relevance of programmes	Number of signed partnerships for exchange and placement of students and lecturers	13	0	No new partnerships were signed, besides what the College already had.
SO4 Improved responsiveness of TVET Colleges to the world of work	4.1 More students are enrolled in priority programme offerings.	Number of students enrolled in programmes relating to OIHD and priority skills	25	28	The College trained students on digitalization and internet of things (Cyber Security).
	4.2 Entrepreneurship hubs are established and fully operational	Number of students engaged in entrepreneurship programmes and projects	100	65	The College partnered with UFS to train students on entrepreneurship programme. College to approach more sponsors for the programmes.
	4.3 Students are placed for WPBL at exit levels.	Number of students placed for WPBL at exit levels	300	207	Placement of students depends on the availability of funding from SETA. College should apply for more funding to meet the targets.
		*Number of students placed for WPBL at NCV L4	20	4	Placement of students during holidays is currently a challenge.
		*Number of students placed for WPBL at N	280	203	Placement of students during holidays is currently a challenge.

10.2 Strategy to deal with Underperformance

Strategic outcome	How was it monitored	What are the interventions	Comments
SO. 3. Expanded access to TVET College opportunities	Registrations totals were sent to campuses daily to allow campuses to stay abreast with the numbers, this allowed campuses to plan ahead and to see if they will meet their targets or not.	Late applications were opened for programmes which were at risk of not achieving the planned targets.	Targets were eventually met and exceeded in some campuses as registrations were extended where numbers were low.
	The LMS Moodle system was procured, Currently not in use due to challenges in the appointment of the LMS coordinator.	Process of identifying a suitable coordinator is underway.	The LMS coordinator was identified at the Sasolburg campus to implement an online/ hybrid system of teaching and learning.

	Monthly reporting on hostel occupancy. Daily monitoring by Hostel Supervisors to ensure discipline is maintained and challenges regarding maintenance needs are met.	Monitoring of student movement to determine space available in hostels. Continued maintenance on facilities as needed. Replacement of broken assets and procurement of new assets when needed.	NSFAS eligibility criteria gave students two accommodation options and the majority of students preferred private accommodation.
SO2 Improved success and efficiency of TVET systems	Results analysis are done after every exam cycle to determine whether the college did achieve the targets or not.	Campuses do the results analysis and identify poor performing subjects. Peer tutors are appointed to assist with those subjects.	Strategies for improvement were compiled and implemented across campuses for poor performing subjects. Initiatives such as additional classes and lecturer support were applied.
SO3 Improved quality of TVET College provision	The College is currently on a qualified opinion as per AGSA audit of 2022. The College Infrastructure and Maintenance plans were compiled and submitted to PLANCO to ensure effective allocation of resources and funding for identified projects.	The College has appointed internal auditors to assist in identifying and managing the risks. The College also appointed extra personnel to assist the Finance department as it was the department with most findings during the 2022 audit. The College maintenance and infrastructure committee submitted their plans on quarterly basis to the College Planning Committee (PLANCO) for evaluation before submitted to the College Council.	Due to financial constraints the college could not appoint an official to perform Internal Audit functions hence an external service provider was appointed. Critical posts on a contract basis were initiated to support the finance section due to a shortage of personnel. Upon PLANCO approval, the plans were submitted to the College Council for approval and implementation.
	Students are negatively affected by the attendance policy, while they have a good year mark. Students sign for their test marks as soon as they are marked and captured. Lecturers do verification of marks before year marks are calculated.	Students who are absent are sent SMS to remind them about the 80% policy in order to qualify for examinations. Absentee reports are compiled every week for campuses to alert and identify students recorded as absent. Parents are also consulted in cases where students could not be reached. Students' marks are captured on the Coltech system as well as the student portals for students to have access to their marks in advance.	The college had no option but to implement the DHET Attendance and Punctuality policy as it is a directive from DHET and was initiated to improve pass rates.
SO4 Improved responsiveness of TVET Colleges to the world of work	Students attending the programme sign registers and records are kept.	The college runs entrepreneurship programmes through funding received from SETAs. Applications for funding are done per funding window to increase the intake.	Records are maintained in the placement office for reporting purposes and for determining student placement needs.
	Record of students who are at exit levels and in need of placement are kept at the placement offices.	Additional partnerships are sought with workplaces to place the students.	Records of placed students are kept. Monitoring of placed students are done to verify proper work environment and relevant work experience is achieved
	Record of students who are at exit levels and in need of placement are kept at the placement offices.	College applies for funding timeously with SETA for the placement of students. The number of placed students depends on the funding received.	A placement officer is appointed at the college to oversee the placement of students as per funding received.



PART D: FINANCIAL INFORMATION



11. Financial Reporting

11.1 Required Attachments for Financial Reporting

- A. COUNCIL RESPONSIBILITY AND APPROVAL
- B. REPORT OF THE AUDIT AND RISK COMMITTEE
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