

2. Background & Introduction

The University of Venda (hereto referred as "Univen") is hereby inviting service providers with the capability to assist the University with the conducting of a governance maturity assessment for the University.

3. Scope of work and deliverables

The University requires a service provider to conduct or perform a governance maturity assessment for 2022.

The assessment should be aligned to the following:

- Chapter 4 of the Higher Education Act;
- The institutional statute;
- King IV;
- Regulations for Reporting by public higher education institutions;
- Guidelines on Good Governance as published by DHET;
- Governance indicators scorecard for Councils of South;
- African higher education institutions

The service provider would be required to conduct or perform an assessment on the following:

3.1 Role and function of the Council

- Charter and Code of conduct
- Composition of Council
- Role of VC, Chairperson and Secretary
- Process for assessing performance of the
- Council (including an independent assessment) and individual members;
- Process relating to the performance of the Vice Chancellor;
- Conflict of interest declaration process

3.2 Council Committees

- Terms of Reference / Charters;
- Membership and resources (incl skills);
- Reporting requirements;
- Delegation of authority and approval limits;
- Process for assessing performance of the Council committees and members;
- Conflict of interest declaration process.

3.3 Ethics processes, monitoring, review and assessment

- Institutional
- Council members
- Students
- Staff
- Research

3.4 Risk Management

- Risk profile of the institution (appetite and tolerance levels);
- Risk management framework and approach;
- Implementation of appropriate risk responses;
- Monitoring mechanisms over risk management'
- Methods of obtaining risk assurance;
- Risk disclosures in the annual report;
- Whistleblowing and fraud management processes

3.5 Corporate Citizenship Policy

- Including corporate identity manual and templates

3.6 Human Resources management

- Succession Policy and Plan
- Performance management processes and monitoring
- Appointment of executive management process

3.7 Internal Audit

- Council oversight processes and reporting
- The activity is in line with principles of King IV
- Internal Audit Charter
- Review on independence of External auditors by Audit Committee
- Evaluation of the Finance function by Audit Committee
- Performance of the internal audit activity

3.8 Compliance

- University Compliance policy
- Identify applicable laws and regulations
- Appointment of Compliance Officer to assess, monitor and report on university compliance
- Monitoring and enforcing processes

3.9 Information Technology

- Approval of IT policies
- Implementation of IT governance framework
- IT risks management processes
- Alignment to university strategy and sustainability objectives
- Significant IT investments and expenditure
- Monitoring of IT assets
- Disaster Recovery plan, testing frequency and results

3.10 Stakeholder engagement

- Stakeholder engagement policy / framework
- Univen communication programme and plan
- Monitoring of stakeholder engagement
- Transparency in reporting
- Participation initiatives

3.11 Integrated / Annual Report

- External reporting process and corporate governance disclosure requirements
- Structure of the report and approval process
- Processes for quality review and assurance of the report

3.12 Institutional Planning and Performance Reporting

- Improvement program to be developed
- Annual performance plan approvals and submission to DHET
- Processes for monitoring and reporting of target

3.13 Institutional Maturity

- Institutional statute approval and application of rules
- Vision, mission and context
- Strategic leadership
- Transformation policy and plan
- Sustainability

- Institutional policies are in line with strategic plan, targets and budget
- Monitoring of the implementation of the governance maturity action plan
- Financial Health (actual vs approved budget, infrastructure projects and procurement processes, process for approving the annual financial statements)

3.14 Core functions

- Research
 - Research and innovation endeavours and outputs
- Teaching and learning
 - Programme qualification mix (PQM)
 - Enrolment plan
 - Enrolment, throughput and graduation rates
 - Student support and experience
- Community Engagement
 - CE endeavours are in line with strategic targets and adequately supported
- Senate and Institutional Forum reports

The service provider would be required to propose a suitable maturity model for Univen and apply relevant tools and methodologies accordingly, based on industry best practice and make recommendations for improvement.

The service provider would also be required to facilitate a workshop with the objective of providing feedback to the University's council on the outcome of the assessment.