



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in **STRICT CONFIDENCE**. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)	X			
The university has to scrutinise budgets for other opportunities to reduce variable costs	X			
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs	X			
The university had to cut down on operational expenditure	X			
The university forced to cut down on capital expenditure (Capex)	X			
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures	X			
The university is forced to cut down on student support expenditure	X			

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support	X			
Insufficient funds allocated for refreshments during meetings held by the university staffs	X			
Increased occurrences of budget <i>virements</i> among budget units/codes.	X			
Some faculties may negatively be affected if the university cut certain allocated budget.	X			
Reducing funding on learning materials	X			
Cutting of university staff training and development budget	X			
The current levels of merit awards are not affordable and sustainable	X			
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc	X			
Replacement of beds and stoves at residence might be postponed to cut cost in the short term	X			
Reduction of municipality services in some faculties to lower municipality rates	X			
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	X			
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	X			
The university has cut cost on attending academics conferences	X			

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Female ☒

Other specify ☐

30 years and above []

Thank you for your time and cooperation



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The university has to scrutinise budgets for other opportunities to reduce variable costs	X			
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs	X			
The university had to cut down on operational expenditure	X			
The university forced to cut down on capital expenditure (Capex)	X			
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures	X			
The university is forced to cut down on student support expenditure	X			

PART B:

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Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

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Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni				X
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)				X
The university is in partnership with different stakeholders to gain more funding				X
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				X
The university has put more focus on international students' intake as the fee-free campaign does not cover them				X
Alternative sources of funding have been identified by the university and pursued				X
To be sustainable in the long run, the university has to find ways of generating their own income.				X

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

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1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☐

Financial Manager ☐

Accountant ☐

Other specify ☒

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☒

21 -30 years ☐

30 years and above ☐

Thank you for your time and cooperation



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The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

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Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

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The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

(Any additional comments you would like to provide on cost implication of fee free education)

THIS IS ECONOMY SUICIDE

GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐
Female ☒

2. What is your functional position?

Administrator ☐
Financial Manager ☐
Accountant ☐
Other specify ☒

3. What is the Length of time you have worked with the institution?

Below 10 years ☐
10 -20 years ☐
21 -30 years ☒
30 years and above ☐

Thank you for your time and cooperation



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Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget virements among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

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The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☐

Financial Manager ☐

Accountant ☐

Other specify ☒

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☒

21 -30 years ☐

30 years and above ☐

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	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)				X
The university has to scrutinise budgets for other opportunities to reduce variable costs				X
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs				X
The university had to cut down on operational expenditure				X
The university forced to cut down on capital expenditure (Capex)				X
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures				X
The university is forced to cut down on student support expenditure				X

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	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support				✓
Insufficient funds allocated for refreshments during meetings held by the university staffs				✓
Increased occurrences of budget virements among budget units/codes.				✓
Some faculties may negatively be affected if the university cut certain allocated budget.				✓
Reducing funding on learning materials				✓
Cutting of university staff training and development budget				✓
The current levels of merit awards are not affordable and sustainable				✓
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc				✓
Replacement of beds and stoves at residence might be postponed to cut cost in the short term				✓
Reduction of municipality services in some faculties to lower municipality rates				✓
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding				✓
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing				✓
The university has cut cost on attending academics conferences				✓

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The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)	X			
The university is in partnership with different stakeholders to gain more funding	X			
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.	X			
The university has put more focus on international students' intake as the fee-free campaign does not cover them	X			
Alternative sources of funding have been identified by the university and pursued	X			
To be sustainable in the long run, the university has to find ways of generating their own income.	X			

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The university has to scrutinise budgets for other opportunities to reduce variable costs				✓
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs				X
The university had to cut down on operational expenditure				X
The university forced to cut down on capital expenditure (Capex)				A
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures				X
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The current levels of merit awards are not affordable and sustainable				X
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc				✓
Replacement of beds and stoves at residence might be postponed to cut cost in the short term				X
Reduction of municipality services in some faculties to lower municipality rates				X
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding				X
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing				X
The university has cut cost on attending academics conferences				X

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Alternative sources of funding have been identified by the university and pursued		X		
To be sustainable in the long run, the university has to find ways of generating their own income.		X		

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☐

Financial Manager ☐

Accountant ☒

Other specify ☐

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☐

21 -30 years ☒

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in **STRICT CONFIDENCE**. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (**where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree**) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support	X			
Insufficient funds allocated for refreshments during meetings held by the university staffs	X			
Increased occurrences of budget <i>virements</i> among budget units/codes.	X			
Some faculties may negatively be affected if the university cut certain allocated budget.	X			
Reducing funding on learning materials	X			
Cutting of university staff training and development budget	X			
The current levels of merit awards are not affordable and sustainable	X			
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc	X			
Replacement of beds and stoves at residence might be postponed to cut cost in the short term	X			
Reduction of municipality services in some faculties to lower municipality rates	X			
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	X			
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	X			
The university has cut cost on attending academics conferences	X			

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university				X
Operating results indicate the university is living within available resources				X
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements				X
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni				X
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)				X
The university is in partnership with different stakeholders to gain more funding				X
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				X
The university has put more focus on international students' intake as the fee-free campaign does not cover them				X
Alternative sources of funding have been identified by the university and pursued				X
To be sustainable in the long run, the university has to find ways of generating their own income.				X

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male ☐
Female ☒

Administrator ☐
 Financial Manager ☐
 Accountant ☐
 Other specify ☒

Below 10 years []
10 -20 years [X]
21 -30 years []
30 years and above []

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in **STRICT CONFIDENCE**. Your participation is greatly appreciated.

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PART A: SPECIFIC QUESTION TO RESEARCH

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Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support			X	
Insufficient funds allocated for refreshments during meetings held by the university staffs			X	
Increased occurrences of budget <i>virements</i> among budget units/codes.			X	
Some faculties may negatively be affected if the university cut certain allocated budget.			X	
Reducing funding on learning materials			X	
Cutting of university staff training and development budget			X	
The current levels of merit awards are not affordable and sustainable			X	
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc			X	
Replacement of beds and stoves at residence might be postponed to cut cost in the short term			X	
Reduction of municipality services in some faculties to lower municipality rates				
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding			X	
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing			X	
The university has cut cost on attending academics conferences			X	

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university				X
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding				X
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				X
The university has put more focus on international students' intake as the fee-free campaign does not cover them				X
Alternative sources of funding have been identified by the university and pursued				X
To be sustainable in the long run, the university has to find ways of generating their own income.				X

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☐

Financial Manager ☒

Accountant ☐

Other specify ☐

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☐

21 -30 years ☒

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in **STRICT CONFIDENCE**. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = **strongly agree**; 2 = **agree**; 3 = **disagree**; 4 = **strongly disagree**) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support			X	
Insufficient funds allocated for refreshments during meetings held by the university staffs			X	
Increased occurrences of budget <i>virements</i> among budget units/codes.			X	
Some faculties may negatively be affected if the university cut certain allocated budget.			X	
Reducing funding on learning materials			X	
Cutting of university staff training and development budget			X	
The current levels of merit awards are not affordable and sustainable				X
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc				X
Replacement of beds and stoves at residence might be postponed to cut cost in the short term				X
Reduction of municipality services in some faculties to lower municipality rates			X	
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding			X	
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing				X
The university has cut cost on attending academics conferences				X

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of **1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree)** please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☐

Financial Manager ☐

Accountant ☐

Other specify ☒

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☐

21 -30 years ☒

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in **STRICT CONFIDENCE**. Your participation is greatly appreciated.

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PART A: SPECIFIC QUESTION TO RESEARCH

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	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support	X			
Insufficient funds allocated for refreshments during meetings held by the university staffs	X			
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term	X			
Reduction of municipality services in some faculties to lower municipality rates	X			
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	X			
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	X			
The university has cut cost on attending academics conferences	X			

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

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	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
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The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding				X
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				X
The university has put more focus on international students' intake as the fee-free campaign does not cover them				X
Alternative sources of funding have been identified by the university and pursued				X
To be sustainable in the long run, the university has to find ways of generating their own income.				X

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male ☐
Female ☒

Administrator ☐
 Financial Manager ☐
 Accountant ☐
 Other specify ☒

Age Group	Frequency
Below 10 years	1
10 -20 years	1
21 -30 years	1
30 years and above	1

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

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The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
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PART B:

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	SA	A	D	SD
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Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.	X			
Reducing funding on learning materials	X			
Cutting of university staff training and development budget	X			
The current levels of merit awards are not affordable and sustainable	X			
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
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Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

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Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☒

Female ☐

2. What is your functional position?

Administrator ☒

Financial Manager ☒

Accountant ☐

Other specify ☐

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☒

21 -30 years ☐

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

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PART A: SPECIFIC QUESTION TO RESEARCH

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
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The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

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SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
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Insufficient funds allocated for refreshments during meetings held by the university staffs	X			
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Reducing funding on learning materials	X			
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Reduction of municipality services in some faculties to lower municipality rates	X			
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	X			
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	X			
The university has cut cost on attending academics conferences	X			

PART C:

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Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university				X
Operating results indicate the university is living within available resources				X
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements				X
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni				X
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)				X
The university is in partnership with different stakeholders to gain more funding				X
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				X
The university has put more focus on international students' intake as the fee-free campaign does not cover them				X
Alternative sources of funding have been identified by the university and pursued				X
To be sustainable in the long run, the university has to find ways of generating their own income.				X

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☐

Financial Manager ☒

Accountant ☐

Other specify ☐

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☐

21 -30 years ☒

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

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PART A: SPECIFIC QUESTION TO RESEARCH

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)			X	
The university has to scrutinise budgets for other opportunities to reduce variable costs			X	
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs			X	
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure			X	

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

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	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

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Operating results indicate the university is living within available resources			X	
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The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

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Female ☒

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(SURVEY QUESTIONNAIRES)

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Some faculties may negatively be affected if the university cut certain allocated budget.	X			
Reducing funding on learning materials	X			
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
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Male ☒

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Other specify ☒

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Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

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(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

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[illegible]

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Male ☐
Female ☒

Administrator ☐
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 Other specify ☒

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21 -30 years ☒

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Cape Peninsula University of Technology

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SURNAME : DUTYWA

STUDENT NO : 213141698

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(SURVEY QUESTIONNAIRES)

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CO-SUPERVISOR : DR OH. BENEDICT

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To be sustainable in the long run, the university has to find ways of generating their own income.			X	

This image shows a full page of primary-ruled notebook paper. It features ten sets of horizontal lines. Each set consists of three lines: two solid black lines forming the outer boundaries and a dashed black line centered between them. This pattern repeats down the entire page, providing a guide for letter height and placement. The background is white, and there are no margins or additional markings.

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male ☐

Female ☒

Administrator ☐
 Financial Manager ☐
 Accountant ☒
 Other specify ☐

Below 10 years ☐
10 -20 years ☐
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Cape Peninsula University of Technology

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(SURVEY QUESTIONNAIRES)

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SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

(Any additional comments you would like to provide on cost implication of fee free education)

THIS IS ECONOMY SUICIDE

GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐
Female ☒

2. What is your functional position?

Administrator ☐
Financial Manager ☐
Accountant ☐
Other specify ☒

3. What is the Length of time you have worked with the institution?

Below 10 years ☐
10 -20 years ☐
21 -30 years ☒
30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in **STRICT CONFIDENCE**. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (**where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree**) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget virements among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☐

Financial Manager ☐

Accountant ☐

Other specify ☒

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☒

21 -30 years ☐

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in **STRICT CONFIDENCE**. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)				X
The university has to scrutinise budgets for other opportunities to reduce variable costs				X
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs				X
The university had to cut down on operational expenditure				X
The university forced to cut down on capital expenditure (Capex)				X
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures				X
The university is forced to cut down on student support expenditure				X

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support				✓
Insufficient funds allocated for refreshments during meetings held by the university staffs				X
Increased occurrences of budget virements among budget units/codes.				X
Some faculties may negatively be affected if the university cut certain allocated budget.				X
Reducing funding on learning materials				X
Cutting of university staff training and development budget				X
The current levels of merit awards are not affordable and sustainable				X
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc				X
Replacement of beds and stoves at residence might be postponed to cut cost in the short term				X
Reduction of municipality services in some faculties to lower municipality rates				X
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding				X
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing				X
The university has cut cost on attending academics conferences				X

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university	X			
Operating results indicate the university is living within available resources	X			
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements	X			
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni	X			
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)	X			
The university is in partnership with different stakeholders to gain more funding	X			
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.	X			
The university has put more focus on international students' intake as the fee-free campaign does not cover them	X			
Alternative sources of funding have been identified by the university and pursued	X			
To be sustainable in the long run, the university has to find ways of generating their own income.	X			

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☐

Financial Manager ☐

Accountant ☒

Other specify ☐

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☒

21 -30 years ☐

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in **STRICT CONFIDENCE**. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

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Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)				✓
The university has to scrutinise budgets for other opportunities to reduce variable costs				✓
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs				✗
The university had to cut down on operational expenditure				✗
The university forced to cut down on capital expenditure (Capex)				A
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures				✗
The university is forced to cut down on student support expenditure				✗

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support				X
Insufficient funds allocated for refreshments during meetings held by the university staffs				X
Increased occurrences of budget <i>virements</i> among budget units/codes.				X
Some faculties may negatively be affected if the university cut certain allocated budget.				X
Reducing funding on learning materials				X
Cutting of university staff training and development budget				X
The current levels of merit awards are not affordable and sustainable				X
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc				✓
Replacement of beds and stoves at residence might be postponed to cut cost in the short term				X
Reduction of municipality services in some faculties to lower municipality rates				X
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding				X
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing				X
The university has cut cost on attending academics conferences				X

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of **1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree)** please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university		X		
Operating results indicate the university is living within available resources		X		
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements		X		
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni		X		
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)		X		
The university is in partnership with different stakeholders to gain more funding		X		
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.		X		
The university has put more focus on international students' intake as the fee-free campaign does not cover them		X		
Alternative sources of funding have been identified by the university and pursued		X		
To be sustainable in the long run, the university has to find ways of generating their own income.		X		

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☐

Financial Manager ☐

Accountant ☒

Other specify ☐

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☐

21 -30 years ☒

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			2	
Operating results indicate the university is living within available resources			2	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			2	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			2	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			2	
The university is in partnership with different stakeholders to gain more funding			2	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			2	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			2	
Alternative sources of funding have been identified by the university and pursued			2	
To be sustainable in the long run, the university has to find ways of generating their own income.			2	

[illegible]

Give instruction..Tick the box or place a tick or X where applicable, or something.

	Male	Female
1	1	1
2	1	1
3	1	1
4	1	1
5	1	1
6	1	1
7	1	1
8	1	1
9	1	1
10	1	1
11	1	1
12	1	1
13	1	1
14	1	1
15	1	1
16	1	1
17	1	1
18	1	1
19	1	1
20	1	1
21	1	1
22	1	1
23	1	1
24	1	1
25	1	1
26	1	1
27	1	1
28	1	1
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32	1	1
33	1	1
34	1	1
35	1	1
36	1	1
37	1	1
38	1	1
39	1	1
40	1	1
41	1	1
42	1	1
43	1	1
44	1	1
45	1	1
46	1	1
47	1	1
48	1	1
49	1	1
50	1	1
51	1	1
52	1	1
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69	1	1
70	1	1
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75	1	1
76	1	1
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78	1	1
79	1	1
80	1	1
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83	1	1
84	1	1
85	1	1
86	1	1
87	1	1
88	1	1
89	1	1
90	1	1
91	1	1
92	1	1
93	1	1
94	1	1
95	1	1
96	1	1
97	1	1
98	1	1
99	1	1
100	1	1

Administrators	[]
Financial Manager	[X]
Accountant	[]
Other specify	[]

Below 10 years	[]
10 - 20 years	[]
21 - 30 years	<input checked="" type="checkbox"/>
30 years and above	[]

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

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PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SD	D	A	SA	Stringent costs cutting measures had to be put in place to control cost (overall university spending)					X
				The university has to scrutinise budgets for other opportunities to reduce variable costs					X
				The university was forced to scrutinise budgets for other opportunities to minimise fixed costs					X
				The university had to cut down on operational expenditure					X
				The university forced to cut down on capital expenditure (Capex)					X
				There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures					X
				The university is forced to cut down on student support expenditure					X

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support			X	
Insufficient funds allocated for refreshments during meetings held by the university staffs			X	
Increased occurrences of budget <i>virements</i> among budget units/codes.			X	
Some faculties may negatively be affected if the university cut certain allocated budget.			X	
Reducing funding on learning materials			X	
Cutting of university staff training and development budget			X	
The current levels of merit awards are not affordable and sustainable			X	
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc			X	
Replacement of beds and stoves at residence might be postponed to cut cost in the short term			X	
Reduction of municipality services in some faculties to lower municipality rates			X	
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding			X	
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing			X	
The university has cut cost on attending academics conferences			X	

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

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SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university				X
Operating results indicate the university is living within available resources				X
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements				X
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni				X
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)				X
The university is in partnership with different stakeholders to gain more funding				X
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				X
The university has put more focus on international students' intake as the fee-free campaign does not cover them				X
Alternative sources of funding have been identified by the university and pursued				X
To be sustainable in the long run, the university has to find ways of generating their own income.				X

(Any additional comments you would like to provide on cost implication of fee free education)

There is no such thing as free education? someone somewhere is paying (taxpayers)

GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☒ Female ☐

2. What is your functional position?

Administrator ☐
Financial Manager ☒
Accountant ☐
Other specify ☐

3. What is the Length of time you have worked with the institution?

Below 10 years ☐
10-20 years ☐
21-30 years ☐
30 years and above ☒

Thank you for your time and cooperation



NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	Stringent costs cutting measures had to be put in place to control cost (overall university spending)				X
				The university has to scrutinise budgets for other opportunities to reduce variable costs				X
				The university was forced to scrutinise budgets for other opportunities to minimise fixed costs			X	
				The university had to cut down on operational expenditure			X	
				The university forced to cut down on capital expenditure (Capex)			X	
				There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures			X	
				The university is forced to cut down on student support expenditure				X

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA=strongly agree A= Agree D= Disagree SD=strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male ☒ Female ☐

<input type="checkbox"/>	Administrator	<input type="checkbox"/>
<input checked="" type="checkbox"/>	Financial Manager	<input type="checkbox"/>
<input type="checkbox"/>	Accountant	<input type="checkbox"/>
<input type="checkbox"/>	Other specify	<input type="checkbox"/>

Below 10 years	<input type="checkbox"/>
10 - 20 years	<input checked="" type="checkbox"/>
21 - 30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	Stringent costs cutting measures had to be put in place to control cost (overall university spending)
	✓			The university has to scrutinise budgets for other opportunities to reduce variable costs
	✓			The university was forced to scrutinise budgets for other opportunities to minimise fixed costs
	✓			The university had to cut down on operational expenditure
	✓			The university forced to cut down on capital expenditure (Capex)
			✓	There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures
			✓	The university is forced to cut down on student support expenditure

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		✓		
Insufficient funds allocated for refreshments during meetings held by the university staffs		✓		
Increased occurrences of budget <i>virements</i> among budget units/codes.		✓		
Some faculties may negatively be affected if the university cut certain allocated budget.		✓		
Reducing funding on learning materials		✓		
Cutting of university staff training and development budget		✓		
The current levels of merit awards are not affordable and sustainable		✓		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		✓		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		✓		
Reduction of municipality services in some faculties to lower municipality rates		✓		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		✓		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		✓		
The university has cut cost on attending academics conferences		✓		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			✓	
Operating results indicate the university is living within available resources			✓	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			✓	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			✓	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			✓	
The university is in partnership with different stakeholders to gain more funding			✓	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			✓	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			✓	
Alternative sources of funding have been identified by the university and pursued			✓	
To be sustainable in the long run, the university has to find ways of generating their own income.				✓

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male ☒ Female ☐

2. What is your functional position?

Administrator ☐
Financial Manager ☒
Accountant ☐
Other specify ☐

3. What is the Length of time you have worked with the institution?

Below 10 years ☒
10 -20 years ☐
21 -30 years ☐
30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

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All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

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PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	Stringent costs cutting measures had to be put in place to control cost (overall university spending)
				The university has to scrutinise budgets for other opportunities to reduce variable costs
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				The university had to cut down on operational expenditure
				The university forced to cut down on capital expenditure (Capex)
				There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures
				The university is forced to cut down on student support expenditure

Strategies that are in place to mitigate the challenges emanating from fee-free education

SA=strongly agree A=Agree D=Disagree SD=strongly disagree

					Insufficient funds to recruits tutors for teaching and learning support
			(Insufficient funds allocated for refreshments during meetings held by the university staffs
			(Increased occurrences of budget <i>virements</i> among budget units/codes.
			(Some faculties may negatively be affected if the university cut certain allocated budget.
			(Reducing funding on learning materials
			(Cutting of university staff training and development budget
			(The current levels of merit awards are not affordable and sustainable
			(Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc
			(Replacement of beds and stoves at residence might be postponed to cut cost in the short term
			(Reduction of municipality services in some faculties to lower municipality rates
			(Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding
			(The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing
			(The university has cut cost on attending academics conferences

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

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	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university				
Operating results indicate the university is living within available resources				
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements				
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni				
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)				
The university is in partnership with different stakeholders to gain more funding				
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				
The university has put more focus on international students' intake as the fee-free campaign does not cover them				
Alternative sources of funding have been identified by the university and pursued				
To be sustainable in the long run, the university has to find ways of generating their own income.				

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male
Female

Other specify	
Accountant	
Financial Manager	
Administrator	

Below 10 years ☐
10-20 years ☒
21-30 years ☐
30 years and above ☐

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	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

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Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

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Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

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	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university		X		
Operating results indicate the university is living within available resources		X		
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements		X		
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni		X		
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)		X		
The university is in partnership with different stakeholders to gain more funding		X		
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.		X		
The university has put more focus on international students' intake as the fee-free campaign does not cover them		X		
Alternative sources of funding have been identified by the university and pursued		X		
To be sustainable in the long run, the university has to find ways of generating their own income.		X		

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male	[X]
Female	[]

<input type="checkbox"/>	Administrator
<input checked="" type="checkbox"/>	Financial Manager
<input type="checkbox"/>	Accountant
<input type="checkbox"/>	Other specify

Below 10 years	[]
10 - 20 years	<input checked="" type="checkbox"/> [X]
21 - 30 years	[]
30 years and above	[]

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

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PART A: SPECIFIC QUESTION TO RESEARCH

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	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

SA	A	D	SD	Insufficient funds to recruits tutors for teaching and learning support				
		X		Insufficient funds allocated for refreshments during meetings held by the university staffs				
		X		Increased occurrences of budget <i>virements</i> among budget units/codes.				
		X		Some faculties may negatively be affected if the university cut certain allocated budget.				
		X		Reducing funding on learning materials				
		X		Cutting of university staff training and development budget				
		X		The current levels of merit awards are not affordable and sustainable				
		X		Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc				
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		X		The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing				
		X		The university has cut cost on attending academics conferences				

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

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SA	A	D	SD	Resources are sufficient and flexible enough to support the strategic objectives of the university					
		X		Operating results indicate the university is living within available resources					
				The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements	X				
				The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni	X				
				The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)	X				
				The university is in partnership with different stakeholders to gain more funding	X				
				The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.	X				
				The university has put more focus on international students' intake as the fee-free campaign does not cover them	X				
				Alternative sources of funding have been identified by the university and pursued	X				
				To be sustainable in the long run, the university has to find ways of generating their own income.	X				

This image shows a full page of primary-ruled notebook paper. It features multiple sets of horizontal lines designed to help young learners write neatly. Each set consists of three lines: a solid top line, a dashed middle line, and a dotted bottom line. These sets are repeated down the entire page, providing ample space for handwriting practice. The paper is otherwise blank, with no text or other markings.

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male	Female
<input checked="" type="checkbox"/>	<input type="checkbox"/>

☐ Administrator
☐ Financial Manager
☐ Accountant
☒ Other specify

Below 10 years	[]
10 - 20 years	[X]
21 - 30 years	[]
30 years and above	[]

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

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				The university has to scrutinise budgets for other opportunities to reduce variable costs				
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				The university forced to cut down on capital expenditure (Capex)				
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PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
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Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

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	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☐

Financial Manager ☒

Accountant ☐

Other specify ☐

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☒

21 -30 years ☐

30 years and above ☐

Thank you for your time and cooperation



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(SURVEY QUESTIONNAIRES)

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	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		✓		
The university has to scrutinise budgets for other opportunities to reduce variable costs		✓		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		✓		
The university had to cut down on operational expenditure		✓		
The university forced to cut down on capital expenditure (Capex)		✓		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		✓		
The university is forced to cut down on student support expenditure		✓		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		C		
Insufficient funds allocated for refreshments during meetings held by the university staffs		C		
Increased occurrences of budget <i>virements</i> among budget units/codes.		C		
Some faculties may negatively be affected if the university cut certain allocated budget.		C		
Reducing funding on learning materials		C		
Cutting of university staff training and development budget		C		
The current levels of merit awards are not affordable and sustainable		C		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		C		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		C		
Reduction of municipality services in some faculties to lower municipality rates		C		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		C		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		C		
The university has cut cost on attending academics conferences		C		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			C	
Operating results indicate the university is living within available resources			C	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			C	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			C	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			C	
The university is in partnership with different stakeholders to gain more funding			C	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			C	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			C	
Alternative sources of funding have been identified by the university and pursued			C	
To be sustainable in the long run, the university has to find ways of generating their own income.			C	

This image shows a full page of a document template. It consists of a series of evenly spaced, horizontal black lines on a white background, typical of lined paper used for writing or drawing. The lines extend across the entire width of the page and are separated by uniform gaps. There are no margins, text, or other markings present.

Give instruction...Tick the box or place a tick or X where applicable, or something.

	Male	Female
1	1	1
2	1	1
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4	1	1
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91	1	1
92	1	1
93	1	1
94	1	1
95	1	1
96	1	1
97	1	1
98	1	1
99	1	1
100	1	1

Administrator	[]
Financial Manager	[]
Accountant	[]
Other specify	[]

Below 10 years	[]
10 - 20 years	[]
21 - 30 years	[]
30 years and above	[]



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)			X	
The university has to scrutinise budgets for other opportunities to reduce variable costs			X	
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs			X	
The university had to cut down on operational expenditure			X	
The university forced to cut down on capital expenditure (Capex)			X	
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures			X	
The university is forced to cut down on student support expenditure			X	

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		✓		
Some faculties may negatively be affected if the university cut certain allocated budget.		✓		
Reducing funding on learning materials		✓		
Cutting of university staff training and development budget		✓		
The current levels of merit awards are not affordable and sustainable		✓		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		✓		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		✓		
Reduction of municipality services in some faculties to lower municipality rates		✓		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		✓		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		✓		
The university has cut cost on attending academics conferences		✓		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			<input checked="" type="checkbox"/>	
Operating results indicate the university is living within available resources			<input checked="" type="checkbox"/>	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			<input checked="" type="checkbox"/>	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			<input checked="" type="checkbox"/>	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			<input checked="" type="checkbox"/>	
The university is in partnership with different stakeholders to gain more funding			<input checked="" type="checkbox"/>	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			<input checked="" type="checkbox"/>	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			<input checked="" type="checkbox"/>	
Alternative sources of funding have been identified by the university and pursued			<input checked="" type="checkbox"/>	
To be sustainable in the long run, the university has to find ways of generating their own income.			<input checked="" type="checkbox"/>	

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male ☒ Female ☐

<input checked="" type="checkbox"/>	Administrator
<input checked="" type="checkbox"/>	Financial Manager
<input checked="" type="checkbox"/>	Accountant
<input type="checkbox"/>	Other specify

Below 10 years	<input checked="" type="checkbox"/>
10 - 20 years	<input type="checkbox"/>
21 - 30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

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PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	Stringent costs cutting measures had to be put in place to control cost (overall university spending)					X	
				The university has to scrutinise budgets for other opportunities to reduce variable costs					X	
				The university was forced to scrutinise budgets for other opportunities to minimise fixed costs					X	
				The university had to cut down on operational expenditure					X	
				The university forced to cut down on capital expenditure (Capex)						X
				There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures					X	
				The university is forced to cut down on student support expenditure						X

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support				X
Insufficient funds allocated for refreshments during meetings held by the university staffs				X
Increased occurrences of budget <i>virements</i> among budget units/codes.				X
Some faculties may negatively be affected if the university cut certain allocated budget.				X
Reducing funding on learning materials				X
Cutting of university staff training and development budget				X
The current levels of merit awards are not affordable and sustainable				X
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc				X
Replacement of beds and stoves at residence might be postponed to cut cost in the short term				X
Reduction of municipality services in some faculties to lower municipality rates				X
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding				X
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing				X
The university has cut cost on attending academics conferences				X

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university		X		
Operating results indicate the university is living within available resources		X		
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements		X		
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni		X		
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)		X		
The university is in partnership with different stakeholders to gain more funding		X		
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.		X		
The university has put more focus on international students' intake as the fee-free campaign does not cover them		X		
Alternative sources of funding have been identified by the university and pursued		X		
To be sustainable in the long run, the university has to find ways of generating their own income.		X		

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male
Female

<input checked="" type="checkbox"/>	Administrator
<input type="checkbox"/>	Financial Manager
<input type="checkbox"/>	Accountant
<input type="checkbox"/>	Other specify

Below 10 years	<input checked="" type="checkbox"/>
10 - 20 years	<input type="checkbox"/>
21 - 30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



NAME : SIYASANGA

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STUDENT NO : 213141698

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(SURVEY QUESTIONNAIRES)

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Survey Questionnaire **COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE**

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PART A: SPECIFIC QUESTION TO RESEARCH

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	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

SA	A	D	SD	
	X			Insufficient funds to recruits tutors for teaching and learning support
	X			Insufficient funds allocated for refreshments during meetings held by the university staffs
	X			Increased occurrences of budget <i>virements</i> among budget units/codes.
	X			Some faculties may negatively be affected if the university cut certain allocated budget.
	X			Reducing funding on learning materials
	X			Cutting of university staff training and development budget
	X			The current levels of merit awards are not affordable and sustainable
	X			Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc
	X			Replacement of beds and stoves at residence might be postponed to cut cost in the short term
	X			Reduction of municipality services in some faculties to lower municipality rates
	X			Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding
	X			The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing
	X			The university has cut cost on attending academics conferences

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

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	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university				X
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male	Female
	

Administrators	[]
Financial Manager	[]
Accountant	<input checked="" type="checkbox"/>
Other specify	[]

Below 10 years	<input type="checkbox"/>
10 - 20 years	<input checked="" type="checkbox"/>
21 - 30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



Cape Peninsula
University of Technology

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)	<input checked="" type="checkbox"/>			
The university has to scrutinise budgets for other opportunities to reduce variable costs	<input checked="" type="checkbox"/>			
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
The university had to cut down on operational expenditure	<input checked="" type="checkbox"/>			
The university forced to cut down on capital expenditure (Capex)	<input checked="" type="checkbox"/>			
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures	<input checked="" type="checkbox"/>			
The university is forced to cut down on student support expenditure	<input checked="" type="checkbox"/>			

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
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Insufficient funds allocated for refreshments during meetings held by the university staffs				
Increased occurrences of budget <i>virements</i> among budget units/codes.				
Some faculties may negatively be affected if the university cut certain allocated budget.				
Reducing funding on learning materials				
Cutting of university staff training and development budget				
The current levels of merit awards are not affordable and sustainable				
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc				
Replacement of beds and stoves at residence might be postponed to cut cost in the short term				
Reduction of municipality services in some faculties to lower municipality rates				
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding				
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing				
The university has cut cost on attending academics conferences				

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	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			✓	
Operating results indicate the university is living within available resources			✓	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			✓	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			✓	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			✓	
The university is in partnership with different stakeholders to gain more funding			✓	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			✓	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			✓	
Alternative sources of funding have been identified by the university and pursued			✓	
To be sustainable in the long run, the university has to find ways of generating their own income.			✓	

[illegible]

Give instruction..Tick the box or place a tick or X where applicable, or something.

Male
Female

Administrator	<input checked="" type="checkbox"/>
Financial Manager	<input type="checkbox"/>
Accountant	<input type="checkbox"/>
Other specify	<input type="checkbox"/>

Below 10 years	[]
10 - 20 years	[]
21 - 30 years	[]
30 years and above	[]

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	SA	A	D	SD
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The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs			X	
The university had to cut down on operational expenditure				
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure			X	

Strategies that are in place to mitigate the challenges emanating from fee-free education

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	SA	A	D	SD
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Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.	X			
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable			X	
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc			X	
Replacement of beds and stoves at residence might be postponed to cut cost in the short term			X	
Reduction of municipality services in some faculties to lower municipality rates	X			
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	X			
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	X			
The university has cut cost on attending academics conferences	X			

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	SA	A	D	SD
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The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni		X		
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The university is in partnership with different stakeholders to gain more funding		X		
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.		X		
The university has put more focus on international students' intake as the fee-free campaign does not cover them		X		
Alternative sources of funding have been identified by the university and pursued		X		
To be sustainable in the long run, the university has to find ways of generating their own income.		X		

Ab (Common)

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male ☒ Female ☐

<input type="checkbox"/>	Administrator
<input checked="" type="checkbox"/>	Financial Manager
<input type="checkbox"/>	Accountant
<input type="checkbox"/>	Other specify

Below 10 years	[]
10 -20 years	[X]
21 -30 years	[]
30 years and above	[]

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	Stringent costs cutting measures had to be put in place to control cost (overall university spending)				
				The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
				The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
				The university had to cut down on operational expenditure		X		
				The university forced to cut down on capital expenditure (Capex)		X		
				There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
				The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

SA	A	D	SD	Insufficient funds to recruits tutors for teaching and learning support					
				Insufficient funds allocated for refreshments during meetings held by the university staffs				X	
				Increased occurrences of budget <i>virements</i> among budget units/codes.				X	
				Some faculties may negatively be affected if the university cut certain allocated budget.					X
				Reducing funding on learning materials			X		
				Cutting of university staff training and development budget			X		
				The current levels of merit awards are not affordable and sustainable			X		
				Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc				X	
				Replacement of beds and stoves at residence might be postponed to cut cost in the short term			X		
				Reduction of municipality services in some faculties to lower municipality rates			X		
				Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding			X		
				The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing			X		
				The university has cut cost on attending academics conferences			X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university				7
Operating results indicate the university is living within available resources				X
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements				X
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni				X
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)				X
The university is in partnership with different stakeholders to gain more funding				X
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				1
The university has put more focus on international students' intake as the fee-free campaign does not cover them				X
Alternative sources of funding have been identified by the university and pursued				X
To be sustainable in the long run, the university has to find ways of generating their own income.				X

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

	Male	Female
[]		
[X]		

Administrator	[]
Financial Manager	[]
Accountant	[]
Other specify	<input checked="" type="checkbox"/>

Below 10 years	[]
10-20 years	[]
21-30 years	<input checked="" type="checkbox"/> []
30 years and above	[]

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

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PART A: SPECIFIC QUESTION TO RESEARCH

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)			✓	
The university has to scrutinise budgets for other opportunities to reduce variable costs			✓	
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs			✓	
The university had to cut down on operational expenditure			✓	
The university forced to cut down on capital expenditure (Capex)			✓	
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures			✓	
The university is forced to cut down on student support expenditure			✓	

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

SA	A	D	SD	Insufficient funds to recruits tutors for teaching and learning support	✓			
SA	A	D	SD	Insufficient funds allocated for refreshments during meetings held by the university staffs	✓			
SA	A	D	SD	Increased occurrences of budget <i>virements</i> among budget units/codes.	✓			
SA	A	D	SD	Some faculties may negatively be affected if the university cut certain allocated budget.	✓			
SA	A	D	SD	Reducing funding on learning materials	✓			
SA	A	D	SD	Cutting of university staff training and development budget	✓			
SA	A	D	SD	The current levels of merit awards are not affordable and sustainable	✓			
SA	A	D	SD	Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc	✓			
SA	A	D	SD	Replacement of beds and stoves at residence might be postponed to cut cost in the short term	✓			
SA	A	D	SD	Reduction of municipality services in some faculties to lower municipality rates	✓			
SA	A	D	SD	Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	✓			
SA	A	D	SD	The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	✓			
SA	A	D	SD	The university has cut cost on attending academics conferences	✓			

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			✓	
Operating results indicate the university is living within available resources			✓	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			✓	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			✓	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			✓	
The university is in partnership with different stakeholders to gain more funding			✓	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			✓	
The university has put more focus on international students' intake as the fee-free campaign does not cover them		✓		
Alternative sources of funding have been identified by the university and pursued				✓
To be sustainable in the long run, the university has to find ways of generating their own income.	✓			

A series of horizontal lines, each composed of a sequence of small, irregular, black, dot-like shapes, resembling a barcode or a stylized representation of a signal. The lines are arranged in a regular, repeating pattern across the page.

	Male	Female
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2	1	1
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4	1	1
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92	1	1
93	1	1
94	1	1
95	1	1
96	1	1
97	1	1
98	1	1
99	1	1
100	1	1

Administrator	<input checked="" type="checkbox"/>
Financial Manager	<input type="checkbox"/>
Accountant	<input type="checkbox"/>
Other specify	<input type="checkbox"/>

Below 10 years	[]
10 - 20 years	[]
21 - 30 years	[]
30 years and above	[]

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

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PART A: SPECIFIC QUESTION TO RESEARCH

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	
	X			Stringent costs cutting measures had to be put in place to control cost (overall university spending)
	X			The university has to scrutinise budgets for other opportunities to reduce variable costs
	X			The university was forced to scrutinise budgets for other opportunities to minimise fixed costs
	X			The university had to cut down on operational expenditure
	X			The university forced to cut down on capital expenditure (Capex)
	X			There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures
	X			The university is forced to cut down on student support expenditure

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

SA	A	D	SD	Insufficient funds to recruits tutors for teaching and learning support	X			
				Insufficient funds allocated for refreshments during meetings held by the university staffs	X			
				Increased occurrences of budget <i>virements</i> among budget units/codes.	X			
				Some faculties may negatively be affected if the university cut certain allocated budget.	X			
				Reducing funding on learning materials	X			
				Cutting of university staff training and development budget	X			
				The current levels of merit awards are not affordable and sustainable	X			
				Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc	X			
				Replacement of beds and stoves at residence might be postponed to cut cost in the short term	X			
				Reduction of municipality services in some faculties to lower municipality rates	X			
				Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	X			
				The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	X			
				The university has cut cost on attending academics conferences	X			

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

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SA	A	D	SD	Resources are sufficient and flexible enough to support the strategic objectives of the university	X			
				Operating results indicate the university is living within available resources	X			
				The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements	X			
				The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni	Y			
				The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)	X			
				The university is in partnership with different stakeholders to gain more funding	X			
				The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.	Y			
				The university has put more focus on international students' intake as the fee-free campaign does not cover them	X			
				Alternative sources of funding have been identified by the university and pursued	X			
				To be sustainable in the long run, the university has to find ways of generating their own income.	X			

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

	Male	Female
<input type="checkbox"/>		
<input checked="" type="checkbox"/>		
<input type="checkbox"/>		

4	Other specify
[]	Accountant
[]	Financial Manager
[]	Administrator

Below 10 years	[]
10 - 20 years	[]
21 - 30 years	[]
30 years and above	<input checked="" type="checkbox"/> []

Thank you for your time and cooperation



NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF

SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs	X			
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs	X			
The university had to cut down on operational expenditure	X			
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

SA	A	D	SD	Insufficient funds to recruits tutors for teaching and learning support	X			
				Insufficient funds allocated for refreshments during meetings held by the university staffs	X			
				Increased occurrences of budget <i>virements</i> among budget units/codes.	X			
				Some faculties may negatively be affected if the university cut certain allocated budget.	X			
				Reducing funding on learning materials	X			
				Cutting of university staff training and development budget	X			
				The current levels of merit awards are not affordable and sustainable	X			
				Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc	X			
				Replacement of beds and stoves at residence might be postponed to cut cost in the short term	X			
				Reduction of municipality services in some faculties to lower municipality rates	X			
				Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	X			
				The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	X			
				The university has cut cost on attending academics conferences	X			

PART C:

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SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

[illegible]

1. What is your gender?

Male	Female
<input checked="" type="checkbox"/>	<input type="checkbox"/>

Administrator	[]
Financial Manager	[]
Accountant	[]
Other specify	[X]

Below 10 years	<input type="checkbox"/>
10 -20 years	<input checked="" type="checkbox"/>
21 -30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

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Cape Peninsula
University of Technology

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STUDENT NO : 213141698

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SA	A	D	SD	Stringent costs cutting measures had to be put in place to control cost (overall university spending)	X			
				The university has to scrutinise budgets for other opportunities to reduce variable costs	X			
				The university was forced to scrutinise budgets for other opportunities to minimise fixed costs	X			
				The university had to cut down on operational expenditure	X			
				The university forced to cut down on capital expenditure (Capex)	X			
				There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures	X			
				The university is forced to cut down on student support expenditure	X			

PART B:

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SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support	X			
Insufficient funds allocated for refreshments during meetings held by the university staffs	X			
Increased occurrences of budget <i>virements</i> among budget units/codes.	X			
Some faculties may negatively be affected if the university cut certain allocated budget.	X			
Reducing funding on learning materials	X			
Cutting of university staff training and development budget	X			
The current levels of merit awards are not affordable and sustainable	X			
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc	X			
Replacement of beds and stoves at residence might be postponed to cut cost in the short term	X			
Reduction of municipality services in some faculties to lower municipality rates	X			
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	X			
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	X			
The university has cut cost on attending academics conferences	X			

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SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

[illegible]

1. What is your gender?

Male	<input checked="" type="checkbox"/>
Female	<input type="checkbox"/>

☐ Administrator
☐ Financial Manager
☐ Accountant
☒ Other specify

Below 10 years ☐
10-20 years ☒
21-30 years ☐
30 years and above ☐

Thank you for your time and cooperation

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	
	X			Stringent costs cutting measures had to be put in place to control cost (overall university spending)
	X			The university has to scrutinise budgets for other opportunities to reduce variable costs
	X			The university was forced to scrutinise budgets for other opportunities to minimise fixed costs
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	X			The university is forced to cut down on student support expenditure

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni				X
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)				X
The university is in partnership with different stakeholders to gain more funding				X
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				X
The university has put more focus on international students' intake as the fee-free campaign does not cover them				X
Alternative sources of funding have been identified by the university and pursued				X
To be sustainable in the long run, the university has to find ways of generating their own income.				X

This image shows a full page of a document template. It consists of a series of evenly spaced, horizontal grey lines running across the width of the page. The lines are thin and light in color, providing a guide for writing without being distracting. There are no margins, text, or other markings present on the page.

Give instruction..Tick the box or place a tick or X where applicable, or something.

	Male	Female

<input type="checkbox"/>	Administrator
<input type="checkbox"/>	Financial Manager
<input type="checkbox"/>	Accountant
<input checked="" type="checkbox"/>	Other specify

Below 10 years	<input type="checkbox"/>
10 - 20 years	<input checked="" type="checkbox"/>
21 - 30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF

SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

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PART A: SPECIFIC QUESTION TO RESEARCH

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Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	
	X			Stringent costs cutting measures had to be put in place to control cost (overall university spending)
	X			The university has to scrutinise budgets for other opportunities to reduce variable costs
	X			The university was forced to scrutinise budgets for other opportunities to minimise fixed costs
	X			The university had to cut down on operational expenditure
	X			The university forced to cut down on capital expenditure (Capex)
	X			There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures
	X			The university is forced to cut down on student support expenditure

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA=strongly agree A= Agree D= Disagree SD=strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

	Male	Female
[]		
[X]		

<input type="checkbox"/>	Administrator
<input type="checkbox"/>	Financial Manager
<input checked="" type="checkbox"/>	Accountant
<input type="checkbox"/>	Other specify

Below 10 years ☐
10 - 20 years ☒
21 - 30 years ☐
30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

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SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

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PART A: SPECIFIC QUESTION TO RESEARCH

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)	X			
The university has to scrutinise budgets for other opportunities to reduce variable costs	X			
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs	X			
The university had to cut down on operational expenditure	X			
The university forced to cut down on capital expenditure (Capex)	X			
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures	X			
The university is forced to cut down on student support expenditure	X			

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	
	X			Resources are sufficient and flexible enough to support the strategic objectives of the university
	X			Operating results indicate the university is living within available resources
	X			The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements
	X			The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni
	X			The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)
	X			The university is in partnership with different stakeholders to gain more funding
	X			The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.
	X			The university has put more focus on international students' intake as the fee-free campaign does not cover them
	X			Alternative sources of funding have been identified by the university and pursued
	X			To be sustainable in the long run, the university has to find ways of generating their own income.

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male	<input type="checkbox"/>
Female	<input checked="" type="checkbox"/>

Administrator	[]
Financial Manager	[]
Accountant	[]
Other specify	[X]

Below 10 years ☐
10 - 20 years ☐
21 - 30 years ☒
30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

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(SURVEY QUESTIONNAIRES)

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)			X	
The university has to scrutinise budgets for other opportunities to reduce variable costs			X	
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs			X	
The university had to cut down on operational expenditure			X	
The university forced to cut down on capital expenditure (Capex)			X	
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures			X	
The university is forced to cut down on student support expenditure			X	

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

SA	A	D	SD	
	X			Insufficient funds to recruits tutors for teaching and learning support
	X			Insufficient funds allocated for refreshments during meetings held by the university staffs
	X			Increased occurrences of budget <i>virements</i> among budget units/codes.
	X			Some faculties may negatively be affected if the university cut certain allocated budget.
	X			Reducing funding on learning materials
	X			Cutting of university staff training and development budget
	f			The current levels of merit awards are not affordable and sustainable
	X			Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc
	f			Replacement of beds and stoves at residence might be postponed to cut cost in the short term
	X			Reduction of municipality services in some faculties to lower municipality rates
	X			Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding
	X			The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing
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SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

.....

Give instruction..Tick the box or place a tick or X where applicable, or something.

	Male	Female
[]		
[X]		

Administrators	[]
Financial Manager	[]
Accountant	[]
Other specify	[X]

Below 10 years	<input type="checkbox"/>
10 -20 years	<input checked="" type="checkbox"/>
21 -30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

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Survey Questionnaire

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	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		<input checked="" type="checkbox"/>		
The university has to scrutinise budgets for other opportunities to reduce variable costs		<input checked="" type="checkbox"/>		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		<input checked="" type="checkbox"/>		
The university had to cut down on operational expenditure		<input checked="" type="checkbox"/>		
The university forced to cut down on capital expenditure (Capex)				
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures			<input checked="" type="checkbox"/>	
The university is forced to cut down on student support expenditure			<input checked="" type="checkbox"/>	

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

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SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		x		
Insufficient funds allocated for refreshments during meetings held by the university staffs		x		
Increased occurrences of budget <i>virements</i> among budget units/codes.		x		
Some faculties may negatively be affected if the university cut certain allocated budget.	x			
Reducing funding on learning materials	x			
Cutting of university staff training and development budget	x			
The current levels of merit awards are not affordable and sustainable	x			
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc	x			
Replacement of beds and stoves at residence might be postponed to cut cost in the short term	x			
Reduction of municipality services in some faculties to lower municipality rates	x			
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	x			
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		x		
The university has cut cost on attending academics conferences		x		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			α	
Operating results indicate the university is living within available resources			α	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			α	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			α	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			α	
The university is in partnership with different stakeholders to gain more funding			α	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			α	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			α	
Alternative sources of funding have been identified by the university and pursued			α	
To be sustainable in the long run, the university has to find ways of generating their own income.			α	

.....

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male ☐

Female ☒

Administrator ☐
 Financial Manager ☒
 Accountant ☐
 Other specify ☐

Below 10 years []
10 -20 years [~~X~~]
21 -30 years []
30 years and above []

Thank you for your time and cooperation



Cape Peninsula University of Technology

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STUDENT NO : 213141698

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(SURVEY QUESTIONNAIRES)

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	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		✓		
The university has to scrutinise budgets for other opportunities to reduce variable costs		✓		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		✓		
The university had to cut down on operational expenditure		✓		
The university forced to cut down on capital expenditure (Capex)		✓		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		✓		
The university is forced to cut down on student support expenditure		✓		

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SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		✓		
Insufficient funds allocated for refreshments during meetings held by the university staffs		✓		
Increased occurrences of budget <i>virements</i> among budget units/codes.		✓		
Some faculties may negatively be affected if the university cut certain allocated budget.		✓		
Reducing funding on learning materials		✓		
Cutting of university staff training and development budget		✓		
The current levels of merit awards are not affordable and sustainable		✓		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		✓		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		✓		
Reduction of municipality services in some faculties to lower municipality rates		✓		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		✓		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		✓		
The university has cut cost on attending academics conferences		✓		

PART B:

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SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support				X
Insufficient funds allocated for refreshments during meetings held by the university staffs				X
Increased occurrences of budget virements among budget units/codes.				X
Some faculties may negatively be affected if the university cut certain allocated budget.				X
Reducing funding on learning materials				X
Cutting of university staff training and development budget				X
The current levels of merit awards are not affordable and sustainable			X	
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc			X	
Replacement of beds and stoves at residence might be postponed to cut cost in the short term				X
Reduction of municipality services in some faculties to lower municipality rates				X
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding				X
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing			X	
The university has cut cost on attending academics conferences			X	

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	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university		X		
Operating results indicate the university is living within available resources		X		
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements		X		
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni		X		
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)		X		
The university is in partnership with different stakeholders to gain more funding		X		
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.		X		
The university has put more focus on international students' intake as the fee-free campaign does not cover them		X		
Alternative sources of funding have been identified by the university and pursued		X		
To be sustainable in the long run, the university has to find ways of generating their own income.		X		

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☒

Financial Manager ☐

Accountant ☐

Other specify ☐

3. What is the Length of time you have worked with the institution?

Below 10 years ☒

10 -20 years ☐

21 -30 years ☐

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in **STRICT CONFIDENCE**. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university				X
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male ☐

Female ☒

Administrator ☐
 Financial Manager ☐
 Accountant ☒
 Other specify ☐

Below 10 years ☐
 10 -20 years ☒
 21 -30 years ☐
 30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
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SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

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CO-SUPERVISOR : DR OH. BENEDICT

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)	✓			
The university has to scrutinise budgets for other opportunities to reduce variable costs	✓			
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs	✓	✓	✓	✓
The university had to cut down on operational expenditure	✓			
The university forced to cut down on capital expenditure (Capex)	✓			
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures	✓			
The university is forced to cut down on student support expenditure	✓			

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

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SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		✓		
Insufficient funds allocated for refreshments during meetings held by the university staffs		✓		
Increased occurrences of budget <i>virements</i> among budget units/codes.		✓		
Some faculties may negatively be affected if the university cut certain allocated budget.		✓		
Reducing funding on learning materials		✓		
Cutting of university staff training and development budget		✓		
The current levels of merit awards are not affordable and sustainable		✓		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		✓		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		✓		
Reduction of municipality services in some faculties to lower municipality rates		✓		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		✓		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		✓		
The university has cut cost on attending academics conferences		✓		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			✓	
Operating results indicate the university is living within available resources			✓	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			✓	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			✓	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			✓	
The university is in partnership with different stakeholders to gain more funding			✓	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			✓	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			✓	
Alternative sources of funding have been identified by the university and pursued			✓	
To be sustainable in the long run, the university has to find ways of generating their own income.			✓	

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male ☐
Female ☒

Administrator ☐
 Financial Manager ☒
 Accountant ☐
 Other specify ☐

Below 10 years ☐

10 -20 years ☒

21 -30 years ☐

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

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	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs			X	
The university had to cut down on operational expenditure				
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure			X	

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.	X			
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable			X	
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc			X	
Replacement of beds and stoves at residence might be postponed to cut cost in the short term			X	
Reduction of municipality services in some faculties to lower municipality rates	X			
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	X			
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	X			
The university has cut cost on attending academics conferences	X			

PART C:

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	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university		X		
Operating results indicate the university is living within available resources		X		
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements		X		
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni		X		
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)		X		
The university is in partnership with different stakeholders to gain more funding		X		
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.		X		
The university has put more focus on international students' intake as the fee-free campaign does not cover them		X		
Alternative sources of funding have been identified by the university and pursued		X		
To be sustainable in the long run, the university has to find ways of generating their own income.		X		

No Comment

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male ☒
Female ☐

Administrator	<input type="checkbox"/>
Financial Manager	<input checked="" type="checkbox"/>
Accountant	<input type="checkbox"/>
Other specify	<input type="checkbox"/>

Below 10 years []
 10 -20 years [X]
 21 -30 years []
 30 years and above []

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

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The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

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Insufficient funds allocated for refreshments during meetings held by the university staffs			✓	
Increased occurrences of budget <i>virements</i> among budget units/codes.			✓	
Some faculties may negatively be affected if the university cut certain allocated budget.				✓
Reducing funding on learning materials		✓		
Cutting of university staff training and development budget		✓		
The current levels of merit awards are not affordable and sustainable		✓		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		✓		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term	✓			
Reduction of municipality services in some faculties to lower municipality rates	✓			
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	✓			
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	✓			
The university has cut cost on attending academics conferences	✓			

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

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	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university				X
Operating results indicate the university is living within available resources				X
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements				X
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni				X
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)				X
The university is in partnership with different stakeholders to gain more funding				X
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				X
The university has put more focus on international students' intake as the fee-free campaign does not cover them				X
Alternative sources of funding have been identified by the university and pursued				X
To be sustainable in the long run, the university has to find ways of generating their own income.				X

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☐

Financial Manager ☐

Accountant ☐

Other specify ☒

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☐

21 -30 years ☒

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

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STUDENT NO : 213141698

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(SURVEY QUESTIONNAIRES)

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	SA	A	D	SD
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The university has to scrutinise budgets for other opportunities to reduce variable costs			✓	
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs			✓	
The university had to cut down on operational expenditure			✓	
The university forced to cut down on capital expenditure (Capex)			✓	
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures			✓	
The university is forced to cut down on student support expenditure			✓	

PART B:

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Insufficient funds allocated for refreshments during meetings held by the university staffs	✓			
Increased occurrences of budget virements among budget units/codes.	✓			
Some faculties may negatively be affected if the university cut certain allocated budget.	✓			
Reducing funding on learning materials	✓			
Cutting of university staff training and development budget	✓			
The current levels of merit awards are not affordable and sustainable	✓			
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc	✓			
Replacement of beds and stoves at residence might be postponed to cut cost in the short term	✓			
Reduction of municipality services in some faculties to lower municipality rates	✓			
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	✓			
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	✓			
The university has cut cost on attending academics conferences	✓			

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The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni				✓
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			✓	
The university is in partnership with different stakeholders to gain more funding				✓
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				✓
The university has put more focus on international students' intake as the fee-free campaign does not cover them	✓			
Alternative sources of funding have been identified by the university and pursued				✓
To be sustainable in the long run, the university has to find ways of generating their own income.	✓			

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

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1. What is your gender?

Male ☐

Female ☒

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Administrator ☒

Financial Manager ☐

Accountant ☐

Other specify ☐

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Below 10 years ☐

10 -20 years ☒

21 -30 years ☐

30 years and above ☐

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The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

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	SA	A	D	SD
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Operating results indicate the university is living within available resources	X			
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements	X			
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni	✓			
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)	X			
The university is in partnership with different stakeholders to gain more funding	X			
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.	✓			
The university has put more focus on international students' intake as the fee-free campaign does not cover them	X			
Alternative sources of funding have been identified by the university and pursued	X			
To be sustainable in the long run, the university has to find ways of generating their own income.	X			

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☐

Financial Manager ☐

Accountant ☐

Other specify ☒

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☐

21 -30 years ☐

30 years and above ☒

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

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Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs	X			
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs	X			
The university had to cut down on operational expenditure	X			
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support	X			
Insufficient funds allocated for refreshments during meetings held by the university staffs	X			
Increased occurrences of budget <i>virements</i> among budget units/codes.	X			
Some faculties may negatively be affected if the university cut certain allocated budget.	X			
Reducing funding on learning materials	X			
Cutting of university staff training and development budget	X			
The current levels of merit awards are not affordable and sustainable	X			
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc	X			
Replacement of beds and stoves at residence might be postponed to cut cost in the short term	X			
Reduction of municipality services in some faculties to lower municipality rates	X			
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	X			
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	X			
The university has cut cost on attending academics conferences	X			

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

(Any additional comments you would like to provide on cost implication of fee free education)

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21 -30 years ☐

30 years and above ☐

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Cape Peninsula University of Technology

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SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

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The university has to scrutinise budgets for other opportunities to reduce variable costs	X			
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The university forced to cut down on capital expenditure (Capex)	X			
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures	X			
The university is forced to cut down on student support expenditure	X			

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

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Insufficient funds allocated for refreshments during meetings held by the university staffs	X			
Increased occurrences of budget virements among budget units/codes.	X			
Some faculties may negatively be affected if the university cut certain allocated budget.	X			
Reducing funding on learning materials	X			
Cutting of university staff training and development budget	X			
The current levels of merit awards are not affordable and sustainable	X			
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc	X			
Replacement of beds and stoves at residence might be postponed to cut cost in the short term	X			
Reduction of municipality services in some faculties to lower municipality rates	X			
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	X			
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	X			
The university has cut cost on attending academics conferences	X			

PART C:

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SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

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Male ☒
Female ☐

2. What is your functional position?

Administrator ☐
Financial Manager ☐
Accountant ☐
Other specify ☒

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Below 10 years ☐
10 -20 years ☒
21 -30 years ☐
30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

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(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

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There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
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PART B:

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Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

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The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				X
The university has put more focus on international students' intake as the fee-free campaign does not cover them				X
Alternative sources of funding have been identified by the university and pursued				X
To be sustainable in the long run, the university has to find ways of generating their own income.				X

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

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1. What is your gender?

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Financial Manager ☐

Accountant ☐

Other specify ☒

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10 -20 years ☒

21 -30 years ☐

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

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SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

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PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

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Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
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To be sustainable in the long run, the university has to find ways of generating their own income.			X	

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male ☐

Female ☒

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To be sustainable in the long run, the university has to find ways of generating their own income.		X		

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Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

[illegible]

GENERAL INFORMATION
Give instruction...Tick the box or place a tick or X where applicable, or something.

Male ☐

Female ☒

Administrator ☐
 Financial Manager ☐
 Accountant ☐
 Other specify ☒

Below 10 years ☐
 10 -20 years ☒
 21 -30 years ☐
 30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in **STRICT CONFIDENCE**. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of **1 to 4** (where **1 = strongly agree**; **2 = agree**; **3 = disagree**; **4 = strongly disagree**) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)			X	
The university has to scrutinise budgets for other opportunities to reduce variable costs			X	
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs			X	
The university had to cut down on operational expenditure			X	
The university forced to cut down on capital expenditure (Capex)			X	
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures			X	
The university is forced to cut down on student support expenditure			X	

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.			X	
Some faculties may negatively be affected if the university cut certain allocated budget.			X	
Reducing funding on learning materials			X	
Cutting of university staff training and development budget			X	
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc			X	
Replacement of beds and stoves at residence might be postponed to cut cost in the short term			X	
Reduction of municipality services in some faculties to lower municipality rates			X	
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding			X	
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing			X	
The university has cut cost on attending academics conferences			X	

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university		X		
Operating results indicate the university is living within available resources		X		
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements		X		
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni		X		
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)		X		
The university is in partnership with different stakeholders to gain more funding		X		
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.		X		
The university has put more focus on international students' intake as the fee-free campaign does not cover them		X		
Alternative sources of funding have been identified by the university and pursued		X		
To be sustainable in the long run, the university has to find ways of generating their own income.		X		

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☒

Female ☐

2. What is your functional position?

Administrator ☐

Financial Manager ☐

Accountant ☒

Other specify ☐

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☐

21 -30 years ☒

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

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Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

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	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

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The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☐

Financial Manager ☐

Accountant ☐

Other specify ☒

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☐

21 -30 years ☐

30 years and above ☒

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

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PART A: SPECIFIC QUESTION TO RESEARCH

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Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

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Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

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Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources				X
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The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				X
The university has put more focus on international students' intake as the fee-free campaign does not cover them				X
Alternative sources of funding have been identified by the university and pursued				X
To be sustainable in the long run, the university has to find ways of generating their own income.				X

[The page contains faint horizontal lines, suggesting it was part of a notebook or lined paper.]

GENERAL INFORMATION
Give instruction...Tick the box or place a tick or X where applicable, or something.

Male ☐

Female ☒

Administrator ☐
 Financial Manager ☐
 Accountant ☐
 Other specify ☒

Below 10 years ☐

10 -20 years ☐

21 -30 years ☒

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

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The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

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Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of **1 to 4** (where **1 = strongly agree**; **2 = agree**; **3 = disagree**; **4 = strongly disagree**) please indicate the importance of the statement on the alternative revenue resources: -

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The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
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To be sustainable in the long run, the university has to find ways of generating their own income.			X	

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☒

Female ☐

2. What is your functional position?

Administrator ☐

Financial Manager ☐

Accountant ☒

Other specify ☐

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☐

21 -30 years ☒

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

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The university has put more focus on international students' intake as the fee-free campaign does not cover them	X			
Alternative sources of funding have been identified by the university and pursued	X			
To be sustainable in the long run, the university has to find ways of generating their own income.	X			

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GENERAL INFORMATION

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Financial Manager ☐

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Other specify ☒

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Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

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(SURVEY QUESTIONNAIRES)

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The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☐

Financial Manager ☐

Accountant ☐

Other specify ☒

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☒

21 -30 years ☐

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university				α
Operating results indicate the university is living within available resources				δ
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements				δ
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni				δ
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)				α
The university is in partnership with different stakeholders to gain more funding				α
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				δ
The university has put more focus on international students' intake as the fee-free campaign does not cover them				α
Alternative sources of funding have been identified by the university and pursued				α
To be sustainable in the long run, the university has to find ways of generating their own income.				α

This image shows a full page of a document template. It consists of a series of evenly spaced, horizontal grey lines on a white background, typical of lined paper used for writing or drawing. The lines extend across the entire width of the page and are separated by uniform gaps. There are no margins, text, or other markings present.

Give instruction..Tick the box or place a tick or X where applicable, or something.

	Male	Female
1	1	1
2	1	1
3	1	1
4	1	1
5	1	1
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87	1	1
88	1	1
89	1	1
90	1	1
91	1	1
92	1	1
93	1	1
94	1	1
95	1	1
96	1	1
97	1	1
98	1	1
99	1	1
100	1	1

Administrators	[]
Financial Manager	[X]
Accountant	[]
Other specify	[]

Below 10 years	[]
10 - 20 years	[]
21 - 30 years	<input checked="" type="checkbox"/>
30 years and above	[]

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)			X	
The university has to scrutinise budgets for other opportunities to reduce variable costs			X	
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs				X
The university had to cut down on operational expenditure			X	
The university forced to cut down on capital expenditure (Capex)			X	
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures			X	
The university is forced to cut down on student support expenditure			X	

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support			X	
Insufficient funds allocated for refreshments during meetings held by the university staffs			X	
Increased occurrences of budget <i>virements</i> among budget units/codes.			X	
Some faculties may negatively be affected if the university cut certain allocated budget.			X	
Reducing funding on learning materials			X	
Cutting of university staff training and development budget			X	
The current levels of merit awards are not affordable and sustainable			X	
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc			X	
Replacement of beds and stoves at residence might be postponed to cut cost in the short term			X	
Reduction of municipality services in some faculties to lower municipality rates			X	
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding			X	
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing			X	
The university has cut cost on attending academics conferences			X	

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university				X
Operating results indicate the university is living within available resources				X
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements				X
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni				X
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)				X
The university is in partnership with different stakeholders to gain more funding				X
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				X
The university has put more focus on international students' intake as the fee-free campaign does not cover them				X
Alternative sources of funding have been identified by the university and pursued				X
To be sustainable in the long run, the university has to find ways of generating their own income.				X

(Any additional comments you would like to provide on cost implication of fee free education)

There is no such thing as free education? someone somewhere is paying (taxpayers)

GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☒ Female ☐

2. What is your functional position?

Administrator ☐
Financial Manager ☒
Accountant ☐
Other specify ☐

3. What is the Length of time you have worked with the institution?

Below 10 years ☐
10-20 years ☐
21-30 years ☐
30 years and above ☒

Thank you for your time and cooperation



NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	Stringent costs cutting measures had to be put in place to control cost (overall university spending)				X
				The university has to scrutinise budgets for other opportunities to reduce variable costs			X	
				The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
				The university had to cut down on operational expenditure		X		
				The university forced to cut down on capital expenditure (Capex)			X	
				There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures			X	
				The university is forced to cut down on student support expenditure	X			

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA=strongly agree A= Agree D= Disagree SD=strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male ☒ Female ☐

<input type="checkbox"/>	Administrator	<input type="checkbox"/>
<input checked="" type="checkbox"/>	Financial Manager	<input type="checkbox"/>
<input type="checkbox"/>	Accountant	<input type="checkbox"/>
<input type="checkbox"/>	Other specify	<input type="checkbox"/>

Below 10 years	<input type="checkbox"/>
10 - 20 years	<input checked="" type="checkbox"/>
21 - 30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

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PART A: SPECIFIC QUESTION TO RESEARCH

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	Stringent costs cutting measures had to be put in place to control cost (overall university spending)				
				The university has to scrutinise budgets for other opportunities to reduce variable costs	✓			
				The university was forced to scrutinise budgets for other opportunities to minimise fixed costs	✓			
				The university had to cut down on operational expenditure	✓			
				The university forced to cut down on capital expenditure (Capex)	✓			
				There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures	✓			
				The university is forced to cut down on student support expenditure	✓			

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		✓		
Insufficient funds allocated for refreshments during meetings held by the university staffs		✓		
Increased occurrences of budget <i>virements</i> among budget units/codes.		✓		
Some faculties may negatively be affected if the university cut certain allocated budget.		✓		
Reducing funding on learning materials		✓		
Cutting of university staff training and development budget		✓		
The current levels of merit awards are not affordable and sustainable		✓		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		✓		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		✓		
Reduction of municipality services in some faculties to lower municipality rates		✓		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		✓		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		✓		
The university has cut cost on attending academics conferences		✓		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			✓	
Operating results indicate the university is living within available resources			✓	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			✓	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			✓	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			✓	
The university is in partnership with different stakeholders to gain more funding			✓	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			✓	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			✓	
Alternative sources of funding have been identified by the university and pursued			✓	
To be sustainable in the long run, the university has to find ways of generating their own income.				✓

[illegible]

Give instruction..Tick the box or place a tick or X where applicable, or something.

Male	Female
<input checked="" type="checkbox"/>	<input type="checkbox"/>

Administrator	<input type="checkbox"/>
Financial Manager	<input checked="" type="checkbox"/>
Accountant	<input type="checkbox"/>
Other specify	<input type="checkbox"/>

Below 10 years	<input checked="" type="checkbox"/>
10 - 20 years	<input type="checkbox"/>
21 - 30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

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PART A: SPECIFIC QUESTION TO RESEARCH

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	Stringent costs cutting measures had to be put in place to control cost (overall university spending)				
				The university has to scrutinise budgets for other opportunities to reduce variable costs				
				The university was forced to scrutinise budgets for other opportunities to minimise fixed costs				
				The university had to cut down on operational expenditure				
				The university forced to cut down on capital expenditure (Capex)				
				There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures				
				The university is forced to cut down on student support expenditure				

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

SA	A	D	SD	Insufficient funds to recruits tutors for teaching and learning support	<input checked="" type="radio"/>				
				Insufficient funds allocated for refreshments during meetings held by the university staffs	<input checked="" type="radio"/>				
				Increased occurrences of budget <i>virements</i> among budget units/codes.	<input checked="" type="radio"/>				
				Some faculties may negatively be affected if the university cut certain allocated budget.	<input checked="" type="radio"/>				
				Reducing funding on learning materials	<input checked="" type="radio"/>				
				Cutting of university staff training and development budget	<input checked="" type="radio"/>				
				The current levels of merit awards are not affordable and sustainable	<input checked="" type="radio"/>				
				Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc	<input checked="" type="radio"/>				
				Replacement of beds and stoves at residence might be postponed to cut cost in the short term	<input checked="" type="radio"/>				
				Reduction of municipality services in some faculties to lower municipality rates	<input checked="" type="radio"/>				
				Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	<input checked="" type="radio"/>				
				The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	<input checked="" type="radio"/>				
				The university has cut cost on attending academics conferences	<input checked="" type="radio"/>				

PART C:

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Operating results indicate the university is living within available resources				
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements				
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni				
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)				
The university is in partnership with different stakeholders to gain more funding				
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				
The university has put more focus on international students' intake as the fee-free campaign does not cover them				
Alternative sources of funding have been identified by the university and pursued				
To be sustainable in the long run, the university has to find ways of generating their own income.				

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male
Female

Other specify	
Accountant	
Financial Manager	
Administrator	

Below 10 years ☐
10-20 years ☒
21-30 years ☐
30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

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PART A: SPECIFIC QUESTION TO RESEARCH

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university		X		
Operating results indicate the university is living within available resources		X		
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements		X		
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni		X		
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)		X		
The university is in partnership with different stakeholders to gain more funding		X		
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.		X		
The university has put more focus on international students' intake as the fee-free campaign does not cover them		X		
Alternative sources of funding have been identified by the university and pursued		X		
To be sustainable in the long run, the university has to find ways of generating their own income.		X		

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

	Male	Female
[X]		
[]		

<input type="checkbox"/>	Administrator
<input checked="" type="checkbox"/>	Financial Manager
<input type="checkbox"/>	Accountant
<input type="checkbox"/>	Other specify

Below 10 years	<input type="checkbox"/>
10 - 20 years	<input checked="" type="checkbox"/>
21 - 30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

Strategies that are in place to mitigate the challenges emanating from fee-free education

SA=strongly agree A= Agree D= Disagree SD=strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall on the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences				X

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	Resources are sufficient and flexible enough to support the strategic objectives of the university					
		X		Operating results indicate the university is living within available resources					
				The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements	X				
				The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni	X				
				The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)	X				
				The university is in partnership with different stakeholders to gain more funding	X				
				The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.	X				
				The university has put more focus on international students' intake as the fee-free campaign does not cover them	X				
				Alternative sources of funding have been identified by the university and pursued	X				
				To be sustainable in the long run, the university has to find ways of generating their own income.	X				

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male	Female
<input checked="" type="checkbox"/>	<input type="checkbox"/>

☐ Administrator
☐ Financial Manager
☐ Accountant
☒ Other specify

Below 10 years	[]
10 - 20 years	[X]
21 - 30 years	[]
30 years and above	[]

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	Stringent costs cutting measures had to be put in place to control cost (overall university spending)				
				The university has to scrutinise budgets for other opportunities to reduce variable costs				
				The university was forced to scrutinise budgets for other opportunities to minimise fixed costs				
				The university had to cut down on operational expenditure				
				The university forced to cut down on capital expenditure (Capex)				
				There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures				
				The university is forced to cut down on student support expenditure				

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☐

Financial Manager ☒

Accountant ☐

Other specify ☐

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☒

21 -30 years ☐

30 years and above ☐

Thank you for your time and cooperation



NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF

SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		✓		
The university has to scrutinise budgets for other opportunities to reduce variable costs		✓		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		✓		
The university had to cut down on operational expenditure		✓		
The university forced to cut down on capital expenditure (Capex)		✓		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		✓		
The university is forced to cut down on student support expenditure		✓		

education

Strategies that are in place to mitigate the challenges emanating from fee-free

SA=strongly agree A=Agree D=Disagree SD=strongly disagree

	SA	A	D	SD	Insufficient funds to recruit tutors for teaching and learning support
		C			Insufficient funds allocated for refreshments during meetings held by the university staffs
		C			Increased occurrences of budget <i>virements</i> among budget units/codes.
		C			Some faculties may negatively be affected if the university cut certain allocated budget.
		C			Reducing funding on learning materials
		C			Cutting of university staff training and development budget
		C			The current levels of merit awards are not affordable and sustainable
		C			Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc
		C			Replacement of beds and stoves at residence might be postponed to cut cost in the short term
		C			Reduction of municipality services in some faculties to lower municipality rates
		C			Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding
		C			The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing
		C			The university has cut cost on attending academics conferences

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university				
Operating results indicate the university is living within available resources				
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements				
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni				
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)				
The university is in partnership with different stakeholders to gain more funding				
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				
The university has put more focus on international students' intake as the fee-free campaign does not cover them				
Alternative sources of funding have been identified by the university and pursued				
To be sustainable in the long run, the university has to find ways of generating their own income.				

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male
Female

Administrator	[]
Financial Manager	[]
Accountant	<input checked="" type="checkbox"/> []
Other specify	[]

Below 10 years	[]
10 - 20 years	[]
21 - 30 years	[]
30 years and above	[]

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

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(SURVEY QUESTIONNAIRES)

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Survey Questionnaire

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)			X	
The university has to scrutinise budgets for other opportunities to reduce variable costs			X	
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs			X	
The university had to cut down on operational expenditure			X	
The university forced to cut down on capital expenditure (Capex)			X	
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures			X	
The university is forced to cut down on student support expenditure			X	

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		✓		
Some faculties may negatively be affected if the university cut certain allocated budget.		✓		
Reducing funding on learning materials		✓		
Cutting of university staff training and development budget		✓		
The current levels of merit awards are not affordable and sustainable		✓		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		✓		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		✓		
Reduction of municipality services in some faculties to lower municipality rates		✓		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		✓		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		✓		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			<input checked="" type="checkbox"/>	
Operating results indicate the university is living within available resources			<input checked="" type="checkbox"/>	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			<input checked="" type="checkbox"/>	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			<input checked="" type="checkbox"/>	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			<input checked="" type="checkbox"/>	
The university is in partnership with different stakeholders to gain more funding			<input checked="" type="checkbox"/>	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			<input checked="" type="checkbox"/>	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			<input checked="" type="checkbox"/>	
Alternative sources of funding have been identified by the university and pursued			<input checked="" type="checkbox"/>	
To be sustainable in the long run, the university has to find ways of generating their own income.			<input checked="" type="checkbox"/>	

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male ☒ Female ☐

<input checked="" type="checkbox"/>	Administrator
<input checked="" type="checkbox"/>	Financial Manager
<input checked="" type="checkbox"/>	Accountant
<input type="checkbox"/>	Other specify

Below 10 years	<input checked="" type="checkbox"/>
10 - 20 years	<input type="checkbox"/>
21 - 30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

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Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

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Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	Stringent costs cutting measures had to be put in place to control cost (overall university spending)					X	
				The university has to scrutinise budgets for other opportunities to reduce variable costs					X	
				The university was forced to scrutinise budgets for other opportunities to minimise fixed costs					X	
				The university had to cut down on operational expenditure					X	
				The university forced to cut down on capital expenditure (Capex)						X
				There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures					X	
				The university is forced to cut down on student support expenditure						X

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support				X
Insufficient funds allocated for refreshments during meetings held by the university staffs				X
Increased occurrences of budget <i>virements</i> among budget units/codes.				X
Some faculties may negatively be affected if the university cut certain allocated budget.				X
Reducing funding on learning materials				X
Cutting of university staff training and development budget				X
The current levels of merit awards are not affordable and sustainable				X
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc				X
Replacement of beds and stoves at residence might be postponed to cut cost in the short term				X
Reduction of municipality services in some faculties to lower municipality rates				X
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding				X
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing				X
The university has cut cost on attending academics conferences				X

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

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	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university		X		
Operating results indicate the university is living within available resources		X		
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements		X		
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni		X		
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)		X		
The university is in partnership with different stakeholders to gain more funding		X		
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.		X		
The university has put more focus on international students' intake as the fee-free campaign does not cover them		X		
Alternative sources of funding have been identified by the university and pursued		X		
To be sustainable in the long run, the university has to find ways of generating their own income.		X		

This image shows a full page of primary-ruled notebook paper. It features multiple sets of horizontal lines designed to help children learn letter height and placement. Each set consists of a solid top blue line, a dashed middle blue line, and a solid bottom blue line. These sets are repeated down the entire page, providing ample space for practicing writing letters and words. The margins are consistent throughout.

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male
Female

☒ Administrator
☐ Financial Manager
☐ Accountant
☐ Other specify

Below 10 years	<input checked="" type="checkbox"/>
10 - 20 years	<input type="checkbox"/>
21 - 30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



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SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF

SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire **COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL** **MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE**

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

SA	A	D	SD	
	X			Insufficient funds to recruits tutors for teaching and learning support
	X			Insufficient funds allocated for refreshments during meetings held by the university staffs
	X			Increased occurrences of budget <i>virements</i> among budget units/codes.
	X			Some faculties may negatively be affected if the university cut certain allocated budget.
	X			Reducing funding on learning materials
	X			Cutting of university staff training and development budget
	X			The current levels of merit awards are not affordable and sustainable
	X			Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc
	X			Replacement of beds and stoves at residence might be postponed to cut cost in the short term
	X			Reduction of municipality services in some faculties to lower municipality rates
	X			Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding
	X			The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing
	X			The university has cut cost on attending academics conferences

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university				X
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male	Female
	

Administrators	[]
Financial Manager	[]
Accountant	<input checked="" type="checkbox"/>
Other specify	[]

Below 10 years	<input type="checkbox"/>
10 - 20 years	<input checked="" type="checkbox"/>
21 - 30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)	<input checked="" type="checkbox"/>			
The university has to scrutinise budgets for other opportunities to reduce variable costs	<input checked="" type="checkbox"/>			
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
The university had to cut down on operational expenditure	<input checked="" type="checkbox"/>			
The university forced to cut down on capital expenditure (Capex)	<input checked="" type="checkbox"/>			
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures	<input checked="" type="checkbox"/>			
The university is forced to cut down on student support expenditure	<input checked="" type="checkbox"/>			

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support			<input checked="" type="checkbox"/>	
Insufficient funds allocated for refreshments during meetings held by the university staffs			<input checked="" type="checkbox"/>	
Increased occurrences of budget <i>virements</i> among budget units/codes.		<input checked="" type="checkbox"/>		
Some faculties may negatively be affected if the university cut certain allocated budget.		<input checked="" type="checkbox"/>		
Reducing funding on learning materials		<input checked="" type="checkbox"/>		
Cutting of university staff training and development budget		<input checked="" type="checkbox"/>		
The current levels of merit awards are not affordable and sustainable		<input checked="" type="checkbox"/>		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		<input checked="" type="checkbox"/>		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		<input checked="" type="checkbox"/>		
Reduction of municipality services in some faculties to lower municipality rates		<input checked="" type="checkbox"/>		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		<input checked="" type="checkbox"/>		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		<input checked="" type="checkbox"/>		
The university has cut cost on attending academics conferences		<input checked="" type="checkbox"/>		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			✓	
Operating results indicate the university is living within available resources			✓	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			✓	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			✓	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			✓	
The university is in partnership with different stakeholders to gain more funding			✓	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			✓	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			✓	
Alternative sources of funding have been identified by the university and pursued			✓	
To be sustainable in the long run, the university has to find ways of generating their own income.			✓	

[illegible]

Give instruction..Tick the box or place a tick or X where applicable, or something.

Male
Female

Administrator	<input checked="" type="checkbox"/>
Financial Manager	<input type="checkbox"/>
Accountant	<input type="checkbox"/>
Other specify	<input type="checkbox"/>

Below 10 years	[]
10 - 20 years	[]
21 - 30 years	[]
30 years and above	[]

Thank you for your time and cooperation



Cape Peninsula
University of Technology

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STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

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SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs			X	
The university had to cut down on operational expenditure				
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure			X	

Strategies that are in place to mitigate the challenges emanating from fee-free education

SA=strongly agree A=Agree D=Disagree SD=strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.	X			
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable			X	
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc			X	
Replacement of beds and stoves at residence might be postponed to cut cost in the short term			X	
Reduction of municipality services in some faculties to lower municipality rates	X			
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	X			
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	X			
The university has cut cost on attending academics conferences	X			

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university		X		
Operating results indicate the university is living within available resources		X		
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements		X		
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni		X		
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)		X		
The university is in partnership with different stakeholders to gain more funding		X		
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.		X		
The university has put more focus on international students' intake as the fee-free campaign does not cover them		X		
Alternative sources of funding have been identified by the university and pursued		X		
To be sustainable in the long run, the university has to find ways of generating their own income.		X		

Arb Comm End

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100	1	1

<input type="checkbox"/>	Administrator
<input checked="" type="checkbox"/>	Financial Manager
<input type="checkbox"/>	Accountant
<input type="checkbox"/>	Other specify

Below 10 years	[]
10 -20 years	[X]
21 -30 years	[]
30 years and above	[]

Thank you for your time and cooperation



Cape Peninsula
University of Technology

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(SURVEY QUESTIONNAIRES)

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CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

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SA	A	D	SD	Stringent costs cutting measures had to be put in place to control cost (overall university spending)
	X			The university has to scrutinise budgets for other opportunities to reduce variable costs
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	X			The university had to cut down on operational expenditure
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	X			The university is forced to cut down on student support expenditure

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

SA	A	D	SD	Insufficient funds to recruits tutors for teaching and learning support					
				Insufficient funds allocated for refreshments during meetings held by the university staffs				X	
				Increased occurrences of budget <i>virements</i> among budget units/codes.				X	
				Some faculties may negatively be affected if the university cut certain allocated budget.					X
				Reducing funding on learning materials			X		
				Cutting of university staff training and development budget			X		
				The current levels of merit awards are not affordable and sustainable			X		
				Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc				X	
				Replacement of beds and stoves at residence might be postponed to cut cost in the short term			X		
				Reduction of municipality services in some faculties to lower municipality rates			X		
				Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding			X		
				The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing			X		
				The university has cut cost on attending academics conferences			X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

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	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university				7
Operating results indicate the university is living within available resources				X
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements				X
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni				X
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)				X
The university is in partnership with different stakeholders to gain more funding				X
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				1
The university has put more focus on international students' intake as the fee-free campaign does not cover them				X
Alternative sources of funding have been identified by the university and pursued				X
To be sustainable in the long run, the university has to find ways of generating their own income.				X

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

	Male	Female
[]		
[X]		

Administrator	[]
Financial Manager	[]
Accountant	[]
Other specify	<input checked="" type="checkbox"/>

Below 10 years	[]
10-20 years	[]
21-30 years	<input checked="" type="checkbox"/> []
30 years and above	[]

Thank you for your time and cooperation



Cape Peninsula
University of Technology

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SURNAME : DUTYWA

STUDENT NO : 213141698

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(SURVEY QUESTIONNAIRES)

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	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)			✓	
The university has to scrutinise budgets for other opportunities to reduce variable costs			✓	
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs			✓	
The university had to cut down on operational expenditure			✓	
The university forced to cut down on capital expenditure (Capex)			✓	
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures			✓	
The university is forced to cut down on student support expenditure			✓	

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

SA	A	D	SD	Insufficient funds to recruits tutors for teaching and learning support	✓			
SA	A	D	SD	Insufficient funds allocated for refreshments during meetings held by the university staffs	✓			
SA	A	D	SD	Increased occurrences of budget <i>virements</i> among budget units/codes.	✓			
SA	A	D	SD	Some faculties may negatively be affected if the university cut certain allocated budget.	✓			
SA	A	D	SD	Reducing funding on learning materials	✓			
SA	A	D	SD	Cutting of university staff training and development budget	✓			
SA	A	D	SD	The current levels of merit awards are not affordable and sustainable	✓			
SA	A	D	SD	Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc	✓			
SA	A	D	SD	Replacement of beds and stoves at residence might be postponed to cut cost in the short term	✓			
SA	A	D	SD	Reduction of municipality services in some faculties to lower municipality rates	✓			
SA	A	D	SD	Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	✓			
SA	A	D	SD	The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	✓			
SA	A	D	SD	The university has cut cost on attending academics conferences	✓			

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			✓	
Operating results indicate the university is living within available resources			✓	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			✓	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			✓	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			✓	
The university is in partnership with different stakeholders to gain more funding			✓	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			✓	
The university has put more focus on international students' intake as the fee-free campaign does not cover them		✓		
Alternative sources of funding have been identified by the university and pursued				✓
To be sustainable in the long run, the university has to find ways of generating their own income.	✓			

A series of horizontal lines, each composed of a sequence of small, irregular, black, dot-like shapes, resembling a barcode or a stylized representation of a signal. The lines are arranged in a regular, repeating pattern across the page.

	Male	Female
1	1	1
2	1	1
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92	1	1
93	1	1
94	1	1
95	1	1
96	1	1
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98	1	1
99	1	1
100	1	1

Administrator	<input checked="" type="checkbox"/>
Financial Manager	<input type="checkbox"/>
Accountant	<input type="checkbox"/>
Other specify	<input type="checkbox"/>

Below 10 years	[]
10 - 20 years	[]
21 - 30 years	[]
30 years and above	[]

Thank you for your time and cooperation



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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	
	X			Stringent costs cutting measures had to be put in place to control cost (overall university spending)
	X			The university has to scrutinise budgets for other opportunities to reduce variable costs
	X			The university was forced to scrutinise budgets for other opportunities to minimise fixed costs
	X			The university had to cut down on operational expenditure
	X			The university forced to cut down on capital expenditure (Capex)
	X			There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures
	X			The university is forced to cut down on student support expenditure

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

SA	A	D	SD	
	X			Insufficient funds to recruits tutors for teaching and learning support
	X			Insufficient funds allocated for refreshments during meetings held by the university staffs
	X			Increased occurrences of budget <i>virements</i> among budget units/codes.
	X			Some faculties may negatively be affected if the university cut certain allocated budget.
	X			Reducing funding on learning materials
	X			Cutting of university staff training and development budget
	X			The current levels of merit awards are not affordable and sustainable
	X			Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc
	X			Replacement of beds and stoves at residence might be postponed to cut cost in the short term
	X			Reduction of municipality services in some faculties to lower municipality rates
	X			Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding
	X			The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing
	X			The university has cut cost on attending academics conferences

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	Resources are sufficient and flexible enough to support the strategic objectives of the university	X			
				Operating results indicate the university is living within available resources	X			
				The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements	X			
				The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni	Y			
				The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)	X			
				The university is in partnership with different stakeholders to gain more funding	X			
				The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.	Y			
				The university has put more focus on international students' intake as the fee-free campaign does not cover them	X			
				Alternative sources of funding have been identified by the university and pursued	X			
				To be sustainable in the long run, the university has to find ways of generating their own income.	X			

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

	Male	Female
<input type="checkbox"/>		
<input checked="" type="checkbox"/>		
<input type="checkbox"/>		

4	Other specify
[]	Accountant
[]	Financial Manager
[]	Administrator

Below 10 years	[]
10 - 20 years	[]
21 - 30 years	[]
30 years and above	<input checked="" type="checkbox"/> []

Thank you for your time and cooperation



NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF

SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	Stringent costs cutting measures had to be put in place to control cost (overall university spending)				
	X			The university has to scrutinise budgets for other opportunities to reduce variable costs	X			
	X			The university was forced to scrutinise budgets for other opportunities to minimise fixed costs	X			
	X			The university had to cut down on operational expenditure	X			
	X			The university forced to cut down on capital expenditure (Capex)	X			
	X			There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures	X			
	X			The university is forced to cut down on student support expenditure	X			

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

SA	A	D	SD	Insufficient funds to recruits tutors for teaching and learning support	X			
				Insufficient funds allocated for refreshments during meetings held by the university staffs	X			
				Increased occurrences of budget <i>virements</i> among budget units/codes.	X			
				Some faculties may negatively be affected if the university cut certain allocated budget.	X			
				Reducing funding on learning materials	X			
				Cutting of university staff training and development budget	X			
				The current levels of merit awards are not affordable and sustainable	X			
				Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc	X			
				Replacement of beds and stoves at residence might be postponed to cut cost in the short term	X			
				Reduction of municipality services in some faculties to lower municipality rates	X			
				Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	X			
				The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	X			
				The university has cut cost on attending academics conferences	X			

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male	Female
<input checked="" type="checkbox"/>	<input type="checkbox"/>

Administrator	[]
Financial Manager	[]
Accountant	[]
Other specify	[X]

Below 10 years	<input type="checkbox"/>
10 -20 years	<input checked="" type="checkbox"/>
21 -30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	Stringent costs cutting measures had to be put in place to control cost (overall university spending)	X			
				The university has to scrutinise budgets for other opportunities to reduce variable costs	X			
				The university was forced to scrutinise budgets for other opportunities to minimise fixed costs	X			
				The university had to cut down on operational expenditure	X			
				The university forced to cut down on capital expenditure (Capex)	X			
				There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures	X			
				The university is forced to cut down on student support expenditure	X			

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support	X			
Insufficient funds allocated for refreshments during meetings held by the university staffs	X			
Increased occurrences of budget <i>virements</i> among budget units/codes.	X			
Some faculties may negatively be affected if the university cut certain allocated budget.	X			
Reducing funding on learning materials	X			
Cutting of university staff training and development budget	X			
The current levels of merit awards are not affordable and sustainable	X			
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc	X			
Replacement of beds and stoves at residence might be postponed to cut cost in the short term	X			
Reduction of municipality services in some faculties to lower municipality rates	X			
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	X			
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	X			
The university has cut cost on attending academics conferences	X			

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

[illegible]

1. What is your gender?

Male	<input checked="" type="checkbox"/>
Female	<input type="checkbox"/>

☐ Administrator
☐ Financial Manager
☐ Accountant
☒ Other specify

Below 10 years ☐
10-20 years ☒
21-30 years ☐
30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

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STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

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(SURVEY QUESTIONNAIRES)

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	
	X			Stringent costs cutting measures had to be put in place to control cost (overall university spending)
	X			The university has to scrutinise budgets for other opportunities to reduce variable costs
	X			The university was forced to scrutinise budgets for other opportunities to minimise fixed costs
	X			The university had to cut down on operational expenditure
	X			The university forced to cut down on capital expenditure (Capex)
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PART B:

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SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

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SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni				X
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)				X
The university is in partnership with different stakeholders to gain more funding				X
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				X
The university has put more focus on international students' intake as the fee-free campaign does not cover them				X
Alternative sources of funding have been identified by the university and pursued				X
To be sustainable in the long run, the university has to find ways of generating their own income.				X

[illegible]

Give instruction..Tick the box or place a tick or X where applicable, or something.

	Male	Female

<input type="checkbox"/>	Administrator
<input type="checkbox"/>	Financial Manager
<input type="checkbox"/>	Accountant
<input checked="" type="checkbox"/>	Other specify

Below 10 years	<input type="checkbox"/>
10 - 20 years	<input checked="" type="checkbox"/>
21 - 30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

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PART A: SPECIFIC QUESTION TO RESEARCH

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SA	A	D	SD	
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	X			The university has to scrutinise budgets for other opportunities to reduce variable costs
	X			The university was forced to scrutinise budgets for other opportunities to minimise fixed costs
	X			The university had to cut down on operational expenditure
	X			The university forced to cut down on capital expenditure (Capex)
	X			There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures
	X			The university is forced to cut down on student support expenditure

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SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruit tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

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	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
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The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

	Male	Female
[]		
[X]		

<input type="checkbox"/>	Administrator
<input type="checkbox"/>	Financial Manager
<input checked="" type="checkbox"/>	Accountant
<input type="checkbox"/>	Other specify

Below 10 years ☐
10 - 20 years ☒
21 - 30 years ☐
30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

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	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)	X			
The university has to scrutinise budgets for other opportunities to reduce variable costs	X			
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs	X			
The university had to cut down on operational expenditure	X			
The university forced to cut down on capital expenditure (Capex)	X			
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures	X			
The university is forced to cut down on student support expenditure	X			

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SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

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	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university		X		
Operating results indicate the university is living within available resources		X		
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements		X		
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni		X		
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)		X		
The university is in partnership with different stakeholders to gain more funding		X		
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.		X		
The university has put more focus on international students' intake as the fee-free campaign does not cover them		X		
Alternative sources of funding have been identified by the university and pursued		X		
To be sustainable in the long run, the university has to find ways of generating their own income.		X		

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male	Female
<input type="checkbox"/>	<input checked="" type="checkbox"/>

Administrator	[]
Financial Manager	[]
Accountant	[]
Other specify	[X]

Below 10 years ☐
10 - 20 years ☐
21 - 30 years ☒
30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula
University of Technology

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	SA	A	D	SD
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The university has to scrutinise budgets for other opportunities to reduce variable costs			X	
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs			X	
The university had to cut down on operational expenditure			X	
The university forced to cut down on capital expenditure (Capex)			X	
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures			X	
The university is forced to cut down on student support expenditure			X	

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

SA	A	D	SD	
	X			Insufficient funds to recruits tutors for teaching and learning support
	X			Insufficient funds allocated for refreshments during meetings held by the university staffs
	X			Increased occurrences of budget <i>virements</i> among budget units/codes.
	X			Some faculties may negatively be affected if the university cut certain allocated budget.
	X			Reducing funding on learning materials
	X			Cutting of university staff training and development budget
	f			The current levels of merit awards are not affordable and sustainable
	X			Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc
	f			Replacement of beds and stoves at residence might be postponed to cut cost in the short term
	X			Reduction of municipality services in some faculties to lower municipality rates
	X			Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding
	X			The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing
	X			The university has cut cost on attending academics conferences

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue sources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

.....

Give instruction..Tick the box or place a tick or X where applicable, or something.

	Male	Female
[]		
[X]		

Administrators	[]
Financial Manager	[]
Accountant	[]
Other specify	[X]

Below 10 years	<input type="checkbox"/>
10 -20 years	<input checked="" type="checkbox"/>
21 -30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university				α
Operating results indicate the university is living within available resources				δ
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements				δ
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni				δ
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)				α
The university is in partnership with different stakeholders to gain more funding				α
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				δ
The university has put more focus on international students' intake as the fee-free campaign does not cover them				α
Alternative sources of funding have been identified by the university and pursued				α
To be sustainable in the long run, the university has to find ways of generating their own income.				α

[illegible]

Give instruction..Tick the box or place a tick or X where applicable, or something.

	Male	Female
1	1	1
2	1	1
3	1	1
4	1	1
5	1	1
6	1	1
7	1	1
8	1	1
9	1	1
10	1	1
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15	1	1
16	1	1
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18	1	1
19	1	1
20	1	1
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22	1	1
23	1	1
24	1	1
25	1	1
26	1	1
27	1	1
28	1	1
29	1	1
30	1	1
31	1	1
32	1	1
33	1	1
34	1	1
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36	1	1
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41	1	1
42	1	1
43	1	1
44	1	1
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46	1	1
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83	1	1
84	1	1
85	1	1
86	1	1
87	1	1
88	1	1
89	1	1
90	1	1
91	1	1
92	1	1
93	1	1
94	1	1
95	1	1
96	1	1
97	1	1
98	1	1
99	1	1
100	1	1

Administrators	[]
Financial Manager	[X]
Accountant	[]
Other specify	[]

Below 10 years	[]
10 - 20 years	[]
21 - 30 years	<input checked="" type="checkbox"/>
30 years and above	[]

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)			X	
The university has to scrutinise budgets for other opportunities to reduce variable costs			X	
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs				X
The university had to cut down on operational expenditure			X	
The university forced to cut down on capital expenditure (Capex)			X	
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures			X	
The university is forced to cut down on student support expenditure			X	

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support			X	
Insufficient funds allocated for refreshments during meetings held by the university staffs			X	
Increased occurrences of budget <i>virements</i> among budget units/codes.			X	
Some faculties may negatively be affected if the university cut certain allocated budget.			X	
Reducing funding on learning materials			X	
Cutting of university staff training and development budget			X	
The current levels of merit awards are not affordable and sustainable			X	
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc			X	
Replacement of beds and stoves at residence might be postponed to cut cost in the short term			X	
Reduction of municipality services in some faculties to lower municipality rates			X	
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding			X	
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing			X	
The university has cut cost on attending academics conferences			X	

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university				X
Operating results indicate the university is living within available resources				X
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements				X
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni				X
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)				X
The university is in partnership with different stakeholders to gain more funding				X
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				X
The university has put more focus on international students' intake as the fee-free campaign does not cover them				X
Alternative sources of funding have been identified by the university and pursued				X
To be sustainable in the long run, the university has to find ways of generating their own income.				X

(Any additional comments you would like to provide on cost implication of fee free education)

There is no such thing as free education? someone somewhere is paying (taxpayers)

GENERAL INFORMATION

Give instruction... Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☒ Female ☐

2. What is your functional position?

Administrator ☐
Financial Manager ☒
Accountant ☐
Other specify ☐

3. What is the Length of time you have worked with the institution?

Below 10 years ☐
10-20 years ☐
21-30 years ☐
30 years and above ☒

Thank you for your time and cooperation



NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	Stringent costs cutting measures had to be put in place to control cost (overall university spending)				
				The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
				The university was forced to scrutinise budgets for other opportunities to minimise fixed costs			X	
				The university had to cut down on operational expenditure		X		
				The university forced to cut down on capital expenditure (Capex)		X		
				There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
				The university is forced to cut down on student support expenditure	X			

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA=strongly agree A= Agree D= Disagree SD=strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

This image shows a full page of a document template. It consists of a series of evenly spaced, horizontal black lines on a white background, typical of lined paper used for writing or drawing. The lines extend across the entire width of the page and are separated by uniform gaps. There are no margins, text, or other markings present.

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male ☒ Female ☐

<input type="checkbox"/>	Administrator	<input type="checkbox"/>
<input checked="" type="checkbox"/>	Financial Manager	<input type="checkbox"/>
<input type="checkbox"/>	Accountant	<input type="checkbox"/>
<input type="checkbox"/>	Other specify	<input type="checkbox"/>

Below 10 years	<input type="checkbox"/>
10 - 20 years	<input checked="" type="checkbox"/>
21 - 30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

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PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	Stringent costs cutting measures had to be put in place to control cost (overall university spending)
	✓			The university has to scrutinise budgets for other opportunities to reduce variable costs
	✓			The university was forced to scrutinise budgets for other opportunities to minimise fixed costs
	✓			The university had to cut down on operational expenditure
	✓			The university forced to cut down on capital expenditure (Capex)
			✓	There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures
			✓	The university is forced to cut down on student support expenditure

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		✓		
Insufficient funds allocated for refreshments during meetings held by the university staffs		✓		
Increased occurrences of budget <i>virements</i> among budget units/codes.		✓		
Some faculties may negatively be affected if the university cut certain allocated budget.		✓		
Reducing funding on learning materials		✓		
Cutting of university staff training and development budget		✓		
The current levels of merit awards are not affordable and sustainable		✓		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		✓		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		✓		
Reduction of municipality services in some faculties to lower municipality rates		✓		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		✓		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		✓		
The university has cut cost on attending academics conferences		✓		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			✓	
Operating results indicate the university is living within available resources			✓	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			✓	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			✓	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			✓	
The university is in partnership with different stakeholders to gain more funding			✓	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			✓	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			✓	
Alternative sources of funding have been identified by the university and pursued			✓	
To be sustainable in the long run, the university has to find ways of generating their own income.				✓

[illegible]

Give instruction..Tick the box or place a tick or X where applicable, or something.

Male	Female
<input checked="" type="checkbox"/>	<input type="checkbox"/>

Administrator	<input type="checkbox"/>
Financial Manager	<input checked="" type="checkbox"/>
Accountant	<input type="checkbox"/>
Other specify	<input type="checkbox"/>

Below 10 years	<input checked="" type="checkbox"/>
10 - 20 years	<input type="checkbox"/>
21 - 30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

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	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		✓		
The university has to scrutinise budgets for other opportunities to reduce variable costs		✓		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		✓		
The university had to cut down on operational expenditure		✓		
The university forced to cut down on capital expenditure (Capex)		✓		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		✓		
The university is forced to cut down on student support expenditure				✓

Strategies that are in place to mitigate the challenges emanating from fee-free education

SA=strongly agree A= Agree D= Disagree SD=strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support	()			
Insufficient funds allocated for refreshments during meetings held by the university staffs	()			
Increased occurrences of budget <i>virements</i> among budget units/codes.	()			
Some faculties may negatively be affected if the university cut certain allocated budget.	()			
Reducing funding on learning materials	()			
Cutting of university staff training and development budget	()			
The current levels of merit awards are not affordable and sustainable	()			
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc	()			
Replacement of beds and stoves at residence might be postponed to cut cost in the short term	()			
Reduction of municipality services in some faculties to lower municipality rates	()			
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	()			
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	()			
The university has cut cost on attending academics conferences	()			

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

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SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university				
Operating results indicate the university is living within available resources				
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements				
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni				
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)				
The university is in partnership with different stakeholders to gain more funding				
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				
The university has put more focus on international students' intake as the fee-free campaign does not cover them				
Alternative sources of funding have been identified by the university and pursued				
To be sustainable in the long run, the university has to find ways of generating their own income.				

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male
Female

Other specify	
Accountant	
Financial Manager	
Administrator	

Below 10 years ☐
10-20 years ☒
21-30 years ☐
30 years and above ☐

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university		X		
Operating results indicate the university is living within available resources		X		
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements		X		
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni		X		
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)		X		
The university is in partnership with different stakeholders to gain more funding		X		
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.		X		
The university has put more focus on international students' intake as the fee-free campaign does not cover them		X		
Alternative sources of funding have been identified by the university and pursued		X		
To be sustainable in the long run, the university has to find ways of generating their own income.		X		

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☒
Female ☐

2. What is your functional position?

Administrator ☐
Financial Manager ☒
Accountant ☐
Other specify ☐

3. What is the Length of time you have worked with the institution?

Below 10 years ☐
10 -20 years ☒
21 -30 years ☐
30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

Strategies that are in place to mitigate the challenges emanating from fee-free education

SA=strongly agree A= Agree D= Disagree SD=strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall on the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences				X

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	Resources are sufficient and flexible enough to support the strategic objectives of the university					
		X		Operating results indicate the university is living within available resources					
				The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements	X				
				The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni	X				
				The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)	X				
				The university is in partnership with different stakeholders to gain more funding	X				
				The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.	X				
				The university has put more focus on international students' intake as the fee-free campaign does not cover them	X				
				Alternative sources of funding have been identified by the university and pursued	X				
				To be sustainable in the long run, the university has to find ways of generating their own income.	X				

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male	Female
<input checked="" type="checkbox"/>	<input type="checkbox"/>

☐ Administrator
☐ Financial Manager
☐ Accountant
☒ Other specify

Below 10 years	[]
10 - 20 years	[X]
21 - 30 years	[]
30 years and above	[]

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

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PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	Stringent costs cutting measures had to be put in place to control cost (overall university spending)				
				The university has to scrutinise budgets for other opportunities to reduce variable costs				
				The university was forced to scrutinise budgets for other opportunities to minimise fixed costs				
				The university had to cut down on operational expenditure				
				The university forced to cut down on capital expenditure (Capex)				
				There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures				
				The university is forced to cut down on student support expenditure				

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☐

Financial Manager ☒

Accountant ☐

Other specify ☐

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☒

21 -30 years ☐

30 years and above ☐

Thank you for your time and cooperation



NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF

SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		✓		
The university has to scrutinise budgets for other opportunities to reduce variable costs		✓		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		✓		
The university had to cut down on operational expenditure		✓		
The university forced to cut down on capital expenditure (Capex)		✓		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		✓		
The university is forced to cut down on student support expenditure		✓		

Strategies that are in place to mitigate the challenges emanating from fee-free education

SA=strongly agree A=Agree D=Disagree SD=strongly disagree

	SA	A	D	SD	Insufficient funds to recruits tutors for teaching and learning support
		C			Insufficient funds allocated for refreshments during meetings held by the university staffs
		C			Increased occurrences of budget <i>virements</i> among budget units/codes.
		C			Some faculties may negatively be affected if the university cut certain allocated budget.
		C			Reducing funding on learning materials
		C			Cutting of university staff training and development budget
		C			The current levels of merit awards are not affordable and sustainable
		C			Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc
		C			Replacement of beds and stoves at residence might be postponed to cut cost in the short term
		C			Reduction of municipality services in some faculties to lower municipality rates
		C			Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding
		C			The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing
		C			The university has cut cost on attending academics conferences

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			C	
Operating results indicate the university is living within available resources			C	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			C	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			C	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			C	
The university is in partnership with different stakeholders to gain more funding			C	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			C	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			C	
Alternative sources of funding have been identified by the university and pursued			C	
To be sustainable in the long run, the university has to find ways of generating their own income.			C	

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male
Female

Administrator	[]
Financial Manager	[]
Accountant	<input checked="" type="checkbox"/> []
Other specify	[]

Below 10 years	[]
10 - 20 years	[]
21 - 30 years	[]
30 years and above	[]

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

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PART A: SPECIFIC QUESTION TO RESEARCH

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Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)			X	
The university has to scrutinise budgets for other opportunities to reduce variable costs			X	
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs			X	
The university had to cut down on operational expenditure			X	
The university forced to cut down on capital expenditure (Capex)			X	
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures			X	
The university is forced to cut down on student support expenditure			X	

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		✓		
Some faculties may negatively be affected if the university cut certain allocated budget.		✓		
Reducing funding on learning materials		✓		
Cutting of university staff training and development budget		✓		
The current levels of merit awards are not affordable and sustainable		✓		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		✓		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		✓		
Reduction of municipality services in some faculties to lower municipality rates		✓		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		✓		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		✓		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			<input checked="" type="checkbox"/>	
Operating results indicate the university is living within available resources			<input checked="" type="checkbox"/>	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			<input checked="" type="checkbox"/>	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			<input checked="" type="checkbox"/>	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			<input checked="" type="checkbox"/>	
The university is in partnership with different stakeholders to gain more funding			<input checked="" type="checkbox"/>	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			<input checked="" type="checkbox"/>	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			<input checked="" type="checkbox"/>	
Alternative sources of funding have been identified by the university and pursued			<input checked="" type="checkbox"/>	
To be sustainable in the long run, the university has to find ways of generating their own income.			<input checked="" type="checkbox"/>	

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male ☒ Female ☐

<input checked="" type="checkbox"/>	Administrator
<input checked="" type="checkbox"/>	Financial Manager
<input checked="" type="checkbox"/>	Accountant
<input type="checkbox"/>	Other specify

Below 10 years	<input checked="" type="checkbox"/>
10 - 20 years	<input type="checkbox"/>
21 - 30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for you



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	Stringent costs cutting measures had to be put in place to control cost (overall university spending)					
				The university has to scrutinise budgets for other opportunities to reduce variable costs	X				
				The university was forced to scrutinise budgets for other opportunities to minimise fixed costs	X				
				The university had to cut down on operational expenditure	X				
				The university forced to cut down on capital expenditure (Capex)					X
				There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures	X				
				The university is forced to cut down on student support expenditure					X

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support				X
Insufficient funds allocated for refreshments during meetings held by the university staffs				X
Increased occurrences of budget <i>virements</i> among budget units/codes.				X
Some faculties may negatively be affected if the university cut certain allocated budget.				X
Reducing funding on learning materials				X
Cutting of university staff training and development budget				X
The current levels of merit awards are not affordable and sustainable				X
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc				X
Replacement of beds and stoves at residence might be postponed to cut cost in the short term				X
Reduction of municipality services in some faculties to lower municipality rates				X
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding				X
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing				X
The university has cut cost on attending academics conferences				X

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university		X		
Operating results indicate the university is living within available resources		X		
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements		X		
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni		X		
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)		X		
The university is in partnership with different stakeholders to gain more funding		X		
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.		X		
The university has put more focus on international students' intake as the fee-free campaign does not cover them		X		
Alternative sources of funding have been identified by the university and pursued		X		
To be sustainable in the long run, the university has to find ways of generating their own income.		X		

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male
Female

<input checked="" type="checkbox"/>	Administrator
<input type="checkbox"/>	Financial Manager
<input type="checkbox"/>	Accountant
<input type="checkbox"/>	Other specify

Below 10 years	<input checked="" type="checkbox"/>
10 - 20 years	<input type="checkbox"/>
21 - 30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF

SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire **COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL** **MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE**

All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

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Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

SA	A	D	SD	
	X			Insufficient funds to recruits tutors for teaching and learning support
	X			Insufficient funds allocated for refreshments during meetings held by the university staffs
	X			Increased occurrences of budget <i>virements</i> among budget units/codes.
	X			Some faculties may negatively be affected if the university cut certain allocated budget.
	X			Reducing funding on learning materials
	X			Cutting of university staff training and development budget
	X			The current levels of merit awards are not affordable and sustainable
	X			Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc
	X			Replacement of beds and stoves at residence might be postponed to cut cost in the short term
	X			Reduction of municipality services in some faculties to lower municipality rates
	X			Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding
	X			The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing
	X			The university has cut cost on attending academics conferences

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university				X
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male	Female
	

Administrators	[]
Financial Manager	[]
Accountant	<input checked="" type="checkbox"/>
Other specify	[]

Below 10 years	<input type="checkbox"/>
10 - 20 years	<input checked="" type="checkbox"/>
21 - 30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)	<input checked="" type="checkbox"/>			
The university has to scrutinise budgets for other opportunities to reduce variable costs	<input checked="" type="checkbox"/>			
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
The university had to cut down on operational expenditure	<input checked="" type="checkbox"/>			
The university forced to cut down on capital expenditure (Capex)	<input checked="" type="checkbox"/>			
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures	<input checked="" type="checkbox"/>			
The university is forced to cut down on student support expenditure	<input checked="" type="checkbox"/>			

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support				
Insufficient funds allocated for refreshments during meetings held by the university staffs				
Increased occurrences of budget <i>virements</i> among budget units/codes.				
Some faculties may negatively be affected if the university cut certain allocated budget.				
Reducing funding on learning materials				
Cutting of university staff training and development budget				
The current levels of merit awards are not affordable and sustainable				
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc				
Replacement of beds and stoves at residence might be postponed to cut cost in the short term				
Reduction of municipality services in some faculties to lower municipality rates				
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding				
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing				
The university has cut cost on attending academics conferences				

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			<input checked="" type="checkbox"/>	
Operating results indicate the university is living within available resources			<input checked="" type="checkbox"/>	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			<input checked="" type="checkbox"/>	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			<input checked="" type="checkbox"/>	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			<input checked="" type="checkbox"/>	
The university is in partnership with different stakeholders to gain more funding			<input checked="" type="checkbox"/>	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			<input checked="" type="checkbox"/>	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			<input checked="" type="checkbox"/>	
Alternative sources of funding have been identified by the university and pursued			<input checked="" type="checkbox"/>	
To be sustainable in the long run, the university has to find ways of generating their own income.			<input checked="" type="checkbox"/>	

[illegible]

Give instruction..Tick the box or place a tick or X where applicable, or something.

Male
Female

Administrator	<input checked="" type="checkbox"/>
Financial Manager	<input type="checkbox"/>
Accountant	<input type="checkbox"/>
Other specify	<input type="checkbox"/>

Below 10 years	[]
10 - 20 years	[]
21 - 30 years	[]
30 years and above	[]

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

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PART A: SPECIFIC QUESTION TO RESEARCH

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Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs			X	
The university had to cut down on operational expenditure				
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure			X	

Strategies that are in place to mitigate the challenges emanating from fee-free education

SA=strongly agree A=Agree D=Disagree SD=strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.	X			
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable			X	
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc			X	
Replacement of beds and stoves at residence might be postponed to cut cost in the short term			X	
Reduction of municipality services in some faculties to lower municipality rates	X			
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	X			
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	X			
The university has cut cost on attending academics conferences	X			

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university		X		
Operating results indicate the university is living within available resources		X		
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements		X		
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni		X		
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)		X		
The university is in partnership with different stakeholders to gain more funding		X		
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.		X		
The university has put more focus on international students' intake as the fee-free campaign does not cover them		X		
Alternative sources of funding have been identified by the university and pursued		X		
To be sustainable in the long run, the university has to find ways of generating their own income.		X		

Ab (Common)

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male ☒ Female ☐

Administrator	<input type="checkbox"/>
Financial Manager	<input checked="" type="checkbox"/>
Accountant	<input type="checkbox"/>
Other specify	<input type="checkbox"/>

Below 10 years	[]
10 -20 years	[X]
21 -30 years	[]
30 years and above	[]

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
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(SURVEY QUESTIONNAIRES)

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CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	Stringent costs cutting measures had to be put in place to control cost (overall university spending)				
				The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
				The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
				The university had to cut down on operational expenditure		X		
				The university forced to cut down on capital expenditure (Capex)		X		
				There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
				The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

SA	A	D	SD	Insufficient funds to recruits tutors for teaching and learning support					
				Insufficient funds allocated for refreshments during meetings held by the university staffs				X	
				Increased occurrences of budget <i>virements</i> among budget units/codes.				X	
				Some faculties may negatively be affected if the university cut certain allocated budget.					X
				Reducing funding on learning materials			X		
				Cutting of university staff training and development budget			X		
				The current levels of merit awards are not affordable and sustainable			X		
				Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc				X	
				Replacement of beds and stoves at residence might be postponed to cut cost in the short term			X		
				Reduction of municipality services in some faculties to lower municipality rates			X		
				Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding			X		
				The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing			X		
				The university has cut cost on attending academics conferences			X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university				7
Operating results indicate the university is living within available resources				X
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements				X
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni				X
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)				X
The university is in partnership with different stakeholders to gain more funding				X
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				1
The university has put more focus on international students' intake as the fee-free campaign does not cover them				X
Alternative sources of funding have been identified by the university and pursued				X
To be sustainable in the long run, the university has to find ways of generating their own income.				X

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

	Male	Female
[]		
[]		

Administrators	[]
Financial Manager	[]
Accountant	[]
Other specify	[]

Below 10 years	[]
10-20 years	[]
21-30 years	<input checked="" type="checkbox"/> []
30 years and above	[]

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

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PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)			✓	
The university has to scrutinise budgets for other opportunities to reduce variable costs			✓	
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs			✓	
The university had to cut down on operational expenditure			✓	
The university forced to cut down on capital expenditure (Capex)			✓	
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures			✓	
The university is forced to cut down on student support expenditure			✓	

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

SA	A	D	SD	Insufficient funds to recruits tutors for teaching and learning support	✓			
SA	A	D	SD	Insufficient funds allocated for refreshments during meetings held by the university staffs	✓			
SA	A	D	SD	Increased occurrences of budget <i>virements</i> among budget units/codes.	✓			
SA	A	D	SD	Some faculties may negatively be affected if the university cut certain allocated budget.	✓			
SA	A	D	SD	Reducing funding on learning materials	✓			
SA	A	D	SD	Cutting of university staff training and development budget	✓			
SA	A	D	SD	The current levels of merit awards are not affordable and sustainable	✓			
SA	A	D	SD	Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc	✓			
SA	A	D	SD	Replacement of beds and stoves at residence might be postponed to cut cost in the short term	✓			
SA	A	D	SD	Reduction of municipality services in some faculties to lower municipality rates	✓			
SA	A	D	SD	Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	✓			
SA	A	D	SD	The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	✓			
SA	A	D	SD	The university has cut cost on attending academics conferences	✓			

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			✓	
Operating results indicate the university is living within available resources			✓	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			✓	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			✓	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			✓	
The university is in partnership with different stakeholders to gain more funding			✓	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			✓	
The university has put more focus on international students' intake as the fee-free campaign does not cover them		✓		
Alternative sources of funding have been identified by the university and pursued				✓
To be sustainable in the long run, the university has to find ways of generating their own income.	✓			

A series of horizontal lines, each composed of a sequence of small, irregular, black, dot-like shapes, resembling a barcode or a stylized representation of a signal. The lines are arranged in a regular, repeating pattern across the page.

Give instruction...Tick the box or place a tick or X where applicable, or something.

	Male	Female
[]		
[]		

Administrator	<input checked="" type="checkbox"/>
Financial Manager	<input type="checkbox"/>
Accountant	<input type="checkbox"/>
Other specify	<input type="checkbox"/>

Below 10 years	[]
10 - 20 years	[]
21 - 30 years	[]
30 years and above	[]

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

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PART A: SPECIFIC QUESTION TO RESEARCH

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	
	X			Stringent costs cutting measures had to be put in place to control cost (overall university spending)
	X			The university has to scrutinise budgets for other opportunities to reduce variable costs
	X			The university was forced to scrutinise budgets for other opportunities to minimise fixed costs
	X			The university had to cut down on operational expenditure
	X			The university forced to cut down on capital expenditure (Capex)
	X			There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures
	X			The university is forced to cut down on student support expenditure

PART B:

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SA= strongly agree A= Agree D= Disagree SD= strongly disagree

SA	A	D	SD	
	X			Insufficient funds to recruits tutors for teaching and learning support
	X			Insufficient funds allocated for refreshments during meetings held by the university staffs
	X			Increased occurrences of budget <i>virements</i> among budget units/codes.
	X			Some faculties may negatively be affected if the university cut certain allocated budget.
	X			Reducing funding on learning materials
	X			Cutting of university staff training and development budget
	X			The current levels of merit awards are not affordable and sustainable
	X			Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc
	X			Replacement of beds and stoves at residence might be postponed to cut cost in the short term
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PART C:

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SA	A	D	SD	Resources are sufficient and flexible enough to support the strategic objectives of the university	X			
				Operating results indicate the university is living within available resources	X			
				The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements	X			
				The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni	Y			
				The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)	X			
				The university is in partnership with different stakeholders to gain more funding	X			
				The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.	Y			
				The university has put more focus on international students' intake as the fee-free campaign does not cover them	X			
				Alternative sources of funding have been identified by the university and pursued	X			
				To be sustainable in the long run, the university has to find ways of generating their own income.	X			

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

	Male	Female
<input type="checkbox"/>		
<input checked="" type="checkbox"/>		
<input type="checkbox"/>		

4	Other specify
[]	Accountant
[]	Financial Manager
[]	Administrator

Below 10 years	[]
10 - 20 years	[]
21 - 30 years	[]
30 years and above	<input checked="" type="checkbox"/> []

Thank you for your time and cooperation



NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF

SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	Stringent costs cutting measures had to be put in place to control cost (overall university spending)				
	X			The university has to scrutinise budgets for other opportunities to reduce variable costs	X			
	X			The university was forced to scrutinise budgets for other opportunities to minimise fixed costs	X			
	X			The university had to cut down on operational expenditure	X			
	X			The university forced to cut down on capital expenditure (Capex)	X			
	X			There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures	X			
	X			The university is forced to cut down on student support expenditure	X			

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

SA	A	D	SD	Insufficient funds to recruits tutors for teaching and learning support	X			
				Insufficient funds allocated for refreshments during meetings held by the university staffs	X			
				Increased occurrences of budget <i>virements</i> among budget units/codes.	X			
				Some faculties may negatively be affected if the university cut certain allocated budget.	X			
				Reducing funding on learning materials	X			
				Cutting of university staff training and development budget	X			
				The current levels of merit awards are not affordable and sustainable	X			
				Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc	X			
				Replacement of beds and stoves at residence might be postponed to cut cost in the short term	X			
				Reduction of municipality services in some faculties to lower municipality rates	X			
				Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	X			
				The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	X			
				The university has cut cost on attending academics conferences	X			

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

This image shows a full page of a document template. It features approximately 28 horizontal ruling lines spaced evenly down the page. The lines are thin and light gray or blue. There are no margins, text, or other markings present on the page.

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male	Female
<input checked="" type="checkbox"/>	<input type="checkbox"/>

Administrator	[]
Financial Manager	[]
Accountant	[]
Other specify	[X]

Below 10 years	<input type="checkbox"/>
10 -20 years	<input checked="" type="checkbox"/>
21 -30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	Stringent costs cutting measures had to be put in place to control cost (overall university spending)	X			
				The university has to scrutinise budgets for other opportunities to reduce variable costs	X			
				The university was forced to scrutinise budgets for other opportunities to minimise fixed costs	X			
				The university had to cut down on operational expenditure	X			
				The university forced to cut down on capital expenditure (Capex)	X			
				There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures	X			
				The university is forced to cut down on student support expenditure	X			

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support	X			
Insufficient funds allocated for refreshments during meetings held by the university staffs	X			
Increased occurrences of budget <i>virements</i> among budget units/codes.	X			
Some faculties may negatively be affected if the university cut certain allocated budget.	X			
Reducing funding on learning materials	X			
Cutting of university staff training and development budget	X			
The current levels of merit awards are not affordable and sustainable	X			
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc	X			
Replacement of beds and stoves at residence might be postponed to cut cost in the short term	X			
Reduction of municipality services in some faculties to lower municipality rates	X			
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	X			
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	X			
The university has cut cost on attending academics conferences	X			

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

[illegible]

1. What is your gender?

Male	<input checked="" type="checkbox"/>
Female	<input type="checkbox"/>

Administrators	[]
Financial Manager	[]
Accountant	[]
Other specify	<input checked="" type="checkbox"/>

Below 10 years	<input type="checkbox"/>
10-20 years	<input checked="" type="checkbox"/>
21-30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

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PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

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SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education


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The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni				X
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)				X
The university is in partnership with different stakeholders to gain more funding				X
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				X
The university has put more focus on international students' intake as the fee-free campaign does not cover them				X
Alternative sources of funding have been identified by the university and pursued				X
To be sustainable in the long run, the university has to find ways of generating their own income.				X

[illegible]

Give instruction..Tick the box or place a tick or X where applicable, or something.

	Male	Female
		

<input type="checkbox"/>	Administrator	<input type="checkbox"/>
<input type="checkbox"/>	Financial Manager	<input type="checkbox"/>
<input type="checkbox"/>	Accountant	<input type="checkbox"/>
<input checked="" type="checkbox"/>	Other specify	<input type="checkbox"/>

Below 10 years	<input type="checkbox"/>
10 - 20 years	<input checked="" type="checkbox"/>
21 - 30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF

SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

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Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruit tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
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Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

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The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

	Male	Female
[]		
[X]		

<input type="checkbox"/>	Administrator
<input type="checkbox"/>	Financial Manager
<input checked="" type="checkbox"/>	Accountant
<input type="checkbox"/>	Other specify

Below 10 years ☐
10 - 20 years ☒
21 - 30 years ☐
30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

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Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
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Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

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The university has put more focus on international students' intake as the fee-free campaign does not cover them		X		
Alternative sources of funding have been identified by the university and pursued		X		
To be sustainable in the long run, the university has to find ways of generating their own income.		X		

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

	Male	Female
<input checked="" type="checkbox"/> [X]		
<input type="checkbox"/> []		

Administrator	[]
Financial Manager	[]
Accountant	[]
Other specify	[X]

Below 10 years	[]
10 - 20 years	[]
21 - 30 years	<input checked="" type="checkbox"/>
30 years and above	[]

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

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STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

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(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

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	SA	A	D	SD
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The university has to scrutinise budgets for other opportunities to reduce variable costs			X	
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs			X	
The university had to cut down on operational expenditure			X	
The university forced to cut down on capital expenditure (Capex)			X	
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures			X	
The university is forced to cut down on student support expenditure			X	

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SA	A	D	SD	
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SA	A	D	SD	Resources are sufficient and flexible enough to support the strategic objectives of the university	X			
		X		Operating results indicate the university is living within available resources	X			
		X		The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements	X			
		X		The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni	X			
		X		The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)	X			
		X		The university is in partnership with different stakeholders to gain more funding	X			
		X		The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.	X			
		X		The university has put more focus on international students' intake as the fee-free campaign does not cover them	X			
		X		Alternative sources of funding have been identified by the university and pursued	X			
		X		To be sustainable in the long run, the university has to find ways of generating their own income.	X			

.....

Give instruction..Tick the box or place a tick or X where applicable, or something.

	Male	Female
[]		
[X]		

Administrators	[]
Financial Manager	[]
Accountant	[]
Other specify	[X]

Below 10 years	<input type="checkbox"/>
10 -20 years	<input checked="" type="checkbox"/>
21 -30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



Cape Peninsula University of Technology

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COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in **STRICT CONFIDENCE**. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of **1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree)** please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support	X			
Insufficient funds allocated for refreshments during meetings held by the university staffs	X			
Increased occurrences of budget <i>virements</i> among budget units/codes.	X			
Some faculties may negatively be affected if the university cut certain allocated budget.	X			
Reducing funding on learning materials	X			
Cutting of university staff training and development budget	X			
The current levels of merit awards are not affordable and sustainable	X			
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc	X			
Replacement of beds and stoves at residence might be postponed to cut cost in the short term	X			
Reduction of municipality services in some faculties to lower municipality rates	X			
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	X			
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	X			
The university has cut cost on attending academics conferences	X			

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university				X
Operating results indicate the university is living within available resources				X
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements				X
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni				X
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)				X
The university is in partnership with different stakeholders to gain more funding				X
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				X
The university has put more focus on international students' intake as the fee-free campaign does not cover them				X
Alternative sources of funding have been identified by the university and pursued				X
To be sustainable in the long run, the university has to find ways of generating their own income.				X

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☐

Financial Manager ☐

Accountant ☐

Other specify ☒

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☒

21 -30 years ☐

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

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	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

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Resources are sufficient and flexible enough to support the strategic objectives of the university				X
Operating results indicate the university is living within available resources			X	
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The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding				X
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				X
The university has put more focus on international students' intake as the fee-free campaign does not cover them				X
Alternative sources of funding have been identified by the university and pursued				X
To be sustainable in the long run, the university has to find ways of generating their own income.				X

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male	<input type="checkbox"/>
Female	<input checked="" type="checkbox"/>

2. What is your functional position?

Administrator	<input type="checkbox"/>
Financial Manager	<input checked="" type="checkbox"/>
Accountant	<input type="checkbox"/>
Other specify	<input type="checkbox"/>

3. What is the Length of time you have worked with the institution?

Below 10 years	<input type="checkbox"/>
10 -20 years	<input type="checkbox"/>
21 -30 years	<input checked="" type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



Cape Peninsula University of Technology

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**TITLE : COST IMPLICATIONS OF
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(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

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The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

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	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support			X	
Insufficient funds allocated for refreshments during meetings held by the university staffs			X	
Increased occurrences of budget <i>virements</i> among budget units/codes.			X	
Some faculties may negatively be affected if the university cut certain allocated budget.			X	
Reducing funding on learning materials			X	
Cutting of university staff training and development budget			X	
The current levels of merit awards are not affordable and sustainable				X
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc				X
Replacement of beds and stoves at residence might be postponed to cut cost in the short term				X
Reduction of municipality services in some faculties to lower municipality rates			X	
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding			X	
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing				X
The university has cut cost on attending academics conferences				X

PART C:

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Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
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The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☐

Financial Manager ☐

Accountant ☐

Other specify ☒

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☐

21 -30 years ☒

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

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	SA	A	D	SD
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The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

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	SA	A	D	SD
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Insufficient funds allocated for refreshments during meetings held by the university staffs	X			
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term	X			
Reduction of municipality services in some faculties to lower municipality rates	X			
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	X			
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	X			
The university has cut cost on attending academics conferences	X			

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements				X
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding				X
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				X
The university has put more focus on international students' intake as the fee-free campaign does not cover them				X
Alternative sources of funding have been identified by the university and pursued				X
To be sustainable in the long run, the university has to find ways of generating their own income.				X

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male

Female

☐

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2. What is your functional position?

Administrator

Financial Manager

Accountant

Other specify

☐

☐

☐

☒

3. What is the Length of time you have worked with the institution?

Below 10 years

10 -20 years

21 -30 years

30 years and above

☐

☐

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☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

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PART A: SPECIFIC QUESTION TO RESEARCH

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	SA	A	D	SD
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The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
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Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget virements among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.	X			
Reducing funding on learning materials	X			
Cutting of university staff training and development budget	X			
The current levels of merit awards are not affordable and sustainable	X			
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
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Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

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The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male

☒

Female

☐

2. What is your functional position?

Administrator

☒

Financial Manager

☐

Accountant

☐

Other specify

☐

3. What is the Length of time you have worked with the institution?

Below 10 years

☐

10 -20 years

☒

21 -30 years

☐

30 years and above

☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

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(SURVEY QUESTIONNAIRES)

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Alternative sources of funding have been identified by the university and pursued				X
To be sustainable in the long run, the university has to find ways of generating their own income.				X

[illegible]

GENERAL INFORMATION
Give instruction...Tick the box or place a tick or X where applicable, or something.

Male ☐
Female ☒

Administrator ☐
 Financial Manager ☒
 Accountant ☐
 Other specify ☐

Below 10 years ☐

10 -20 years ☐

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Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)			X	
The university has to scrutinise budgets for other opportunities to reduce variable costs			X	
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs			X	
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure			X	

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☐

Financial Manager ☐

Accountant ☐

Other specify ☒

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☐

21 -30 years ☒

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in **STRICT CONFIDENCE**. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)	X			
The university has to scrutinise budgets for other opportunities to reduce variable costs	X			
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs	X			
The university had to cut down on operational expenditure	X			
The university forced to cut down on capital expenditure (Capex)	X			
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures	X			
The university is forced to cut down on student support expenditure	X			

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support	X			
Insufficient funds allocated for refreshments during meetings held by the university staffs	X			
Increased occurrences of budget virements among budget units/codes.	X			
Some faculties may negatively be affected if the university cut certain allocated budget.	X			
Reducing funding on learning materials	X			
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

.....

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male ☒
 Female ☐

Administrator ☐
 Financial Manager ☐
 Accountant ☐
 Other specify ☒

Below 10 years ☐

10 -20 years ☒

21 -30 years ☐

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.	X			
Some faculties may negatively be affected if the university cut certain allocated budget.	X			
Reducing funding on learning materials	X			
Cutting of university staff training and development budget	X			
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc	X			
Replacement of beds and stoves at residence might be postponed to cut cost in the short term	X			
Reduction of municipality services in some faculties to lower municipality rates	X			
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements				X
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni				X
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)				X
The university is in partnership with different stakeholders to gain more funding				X
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				X
The university has put more focus on international students' intake as the fee-free campaign does not cover them				X
Alternative sources of funding have been identified by the university and pursued				X
To be sustainable in the long run, the university has to find ways of generating their own income.				X

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☐

Financial Manager ☐

Accountant ☐

Other specify ☒

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☐

21 -30 years ☒

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university				α
Operating results indicate the university is living within available resources				δ
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements				δ
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni				δ
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)				α
The university is in partnership with different stakeholders to gain more funding				α
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				δ
The university has put more focus on international students' intake as the fee-free campaign does not cover them				α
Alternative sources of funding have been identified by the university and pursued				α
To be sustainable in the long run, the university has to find ways of generating their own income.				α

[illegible]

Give instruction..Tick the box or place a tick or X where applicable, or something.

	Male	Female
1	1	1
2	1	1
3	1	1
4	1	1
5	1	1
6	1	1
7	1	1
8	1	1
9	1	1
10	1	1
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15	1	1
16	1	1
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88	1	1
89	1	1
90	1	1
91	1	1
92	1	1
93	1	1
94	1	1
95	1	1
96	1	1
97	1	1
98	1	1
99	1	1
100	1	1

Administrators	[]
Financial Manager	[X]
Accountant	[]
Other specify	[]

Below 10 years	[]
10 - 20 years	[]
21 - 30 years	<input checked="" type="checkbox"/>
30 years and above	[]

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SD	D	A	SA	Stringent costs cutting measures had to be put in place to control cost (overall university spending)					X
				The university has to scrutinise budgets for other opportunities to reduce variable costs					X
				The university was forced to scrutinise budgets for other opportunities to minimise fixed costs					X
				The university had to cut down on operational expenditure					X
				The university forced to cut down on capital expenditure (Capex)					X
				There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures					X
				The university is forced to cut down on student support expenditure					X

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support			X	
Insufficient funds allocated for refreshments during meetings held by the university staffs			X	
Increased occurrences of budget <i>virements</i> among budget units/codes.			X	
Some faculties may negatively be affected if the university cut certain allocated budget.			X	
Reducing funding on learning materials			X	
Cutting of university staff training and development budget			X	
The current levels of merit awards are not affordable and sustainable			X	
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc			X	
Replacement of beds and stoves at residence might be postponed to cut cost in the short term			X	
Reduction of municipality services in some faculties to lower municipality rates			X	
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding			X	
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing			X	
The university has cut cost on attending academics conferences			X	

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university				X
Operating results indicate the university is living within available resources				X
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements				X
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni				X
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)				X
The university is in partnership with different stakeholders to gain more funding				X
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				X
The university has put more focus on international students' intake as the fee-free campaign does not cover them				X
Alternative sources of funding have been identified by the university and pursued				X
To be sustainable in the long run, the university has to find ways of generating their own income.				X

(Any additional comments you would like to provide on cost implication of fee free education)

There is no such thing as free education? someone somewhere is paying (taxpayers)

GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☒ Female ☐

2. What is your functional position?

Administrator ☐
Financial Manager ☒
Accountant ☐
Other specify ☐

3. What is the Length of time you have worked with the institution?

Below 10 years ☐
10-20 years ☐
21-30 years ☐
30 years and above ☒

Thank you for your time and cooperation



NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

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PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	Stringent costs cutting measures had to be put in place to control cost (overall university spending)				
				The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
				The university was forced to scrutinise budgets for other opportunities to minimise fixed costs			X	
				The university had to cut down on operational expenditure		X		
				The university forced to cut down on capital expenditure (Capex)		X		
				There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
				The university is forced to cut down on student support expenditure	X			

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

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SA=strongly agree A= Agree D= Disagree SD=strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

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SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male ☒ Female ☐

<input type="checkbox"/>	Administrator	<input type="checkbox"/>
<input checked="" type="checkbox"/>	Financial Manager	<input type="checkbox"/>
<input type="checkbox"/>	Accountant	<input type="checkbox"/>
<input type="checkbox"/>	Other specify	<input type="checkbox"/>

Below 10 years	<input type="checkbox"/>
10 - 20 years	<input checked="" type="checkbox"/>
21 - 30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



Cape Peninsula
University of Technology

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SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	Stringent costs cutting measures had to be put in place to control cost (overall university spending)				
				The university has to scrutinise budgets for other opportunities to reduce variable costs				
				The university was forced to scrutinise budgets for other opportunities to minimise fixed costs				
				The university had to cut down on operational expenditure				
				The university forced to cut down on capital expenditure (Capex)				
				There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures				
				The university is forced to cut down on student support expenditure				

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		✓		
Insufficient funds allocated for refreshments during meetings held by the university staffs		✓		
Increased occurrences of budget <i>virements</i> among budget units/codes.		✓		
Some faculties may negatively be affected if the university cut certain allocated budget.		✓		
Reducing funding on learning materials		✓		
Cutting of university staff training and development budget		✓		
The current levels of merit awards are not affordable and sustainable		✓		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		✓		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		✓		
Reduction of municipality services in some faculties to lower municipality rates		✓		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		✓		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		✓		
The university has cut cost on attending academics conferences		✓		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			✓	
Operating results indicate the university is living within available resources			✓	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			✓	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			✓	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			✓	
The university is in partnership with different stakeholders to gain more funding			✓	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			✓	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			✓	
Alternative sources of funding have been identified by the university and pursued			✓	
To be sustainable in the long run, the university has to find ways of generating their own income.				✓

[illegible]

Give instruction..Tick the box or place a tick or X where applicable, or something.

Male	Female
<input checked="" type="checkbox"/>	<input type="checkbox"/>

Administrator	<input type="checkbox"/>
Financial Manager	<input checked="" type="checkbox"/>
Accountant	<input type="checkbox"/>
Other specify	<input type="checkbox"/>

Below 10 years	<input checked="" type="checkbox"/>
10 - 20 years	<input type="checkbox"/>
21 - 30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		✓		
The university has to scrutinise budgets for other opportunities to reduce variable costs		✓		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		✓		
The university had to cut down on operational expenditure		✓		
The university forced to cut down on capital expenditure (Capex)		✓		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		✓		
The university is forced to cut down on student support expenditure				✓

Strategies that are in place to mitigate the challenges emanating from fee-free education

SA=strongly agree A=Agree D=Disagree SD=strongly disagree

[illegible]

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university				
Operating results indicate the university is living within available resources				
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements				
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni				
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)				
The university is in partnership with different stakeholders to gain more funding				
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				
The university has put more focus on international students' intake as the fee-free campaign does not cover them				
Alternative sources of funding have been identified by the university and pursued				
To be sustainable in the long run, the university has to find ways of generating their own income.				

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male
Female

Other specify	
Accountant	
Financial Manager	
Administrator	

Below 10 years ☐
10-20 years ☒
21-30 years ☐
30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula
University of Technology

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

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SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university		X		
Operating results indicate the university is living within available resources		X		
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements		X		
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni		X		
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)		X		
The university is in partnership with different stakeholders to gain more funding		X		
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.		X		
The university has put more focus on international students' intake as the fee-free campaign does not cover them		X		
Alternative sources of funding have been identified by the university and pursued		X		
To be sustainable in the long run, the university has to find ways of generating their own income.		X		

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

	Male	Female
[X]		
[]		

<input type="checkbox"/>	Administrator
<input checked="" type="checkbox"/>	Financial Manager
<input type="checkbox"/>	Accountant
<input type="checkbox"/>	Other specify

Below 10 years	<input type="checkbox"/>
10 - 20 years	<input checked="" type="checkbox"/>
21 - 30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

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CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

SA	A	D	SD	Insufficient funds to recruits tutors for teaching and learning support				
	X			Insufficient funds allocated for refreshments during meetings held by the university staffs				
	X			Increased occurrences of budget <i>virements</i> among budget units/codes.				
	X			Some faculties may negatively be affected if the university cut certain allocated budget.				
	X			Reducing funding on learning materials				
	X			Cutting of university staff training and development budget				
	X			The current levels of merit awards are not affordable and sustainable				
	X			Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc				
		X		Replacement of beds and stoves at residence might be postponed to cut cost in the short term				
		X		Reduction of municipality services in some faculties to lower municipality rates				
			X	Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding				
			X	The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing				
			X	The university has cut cost on attending academics conferences				

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

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		X		Operating results indicate the university is living within available resources					
				The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements	X				
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				The university is in partnership with different stakeholders to gain more funding	X				
				The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.	X				
				The university has put more focus on international students' intake as the fee-free campaign does not cover them	X				
				Alternative sources of funding have been identified by the university and pursued	X				
				To be sustainable in the long run, the university has to find ways of generating their own income.	X				

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male	Female
<input checked="" type="checkbox"/>	<input type="checkbox"/>

☐ Administrator
☐ Financial Manager
☐ Accountant
☒ Other specify

Below 10 years	[]
10 - 20 years	[X]
21 - 30 years	[]
30 years and above	[]

Thank you for your time and cooperation



Cape Peninsula
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SURNAME : DUTYWA

STUDENT NO : 213141698

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(SURVEY QUESTIONNAIRES)

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PART B:

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SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

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	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

	Male	Female
<input checked="" type="checkbox"/> []		

<input type="checkbox"/>	Administrator
<input checked="" type="checkbox"/>	Financial Manager
<input type="checkbox"/>	Accountant
<input type="checkbox"/>	Other specify

Below 10 years	
10-20 years	<input checked="" type="checkbox"/>
21-30 years	
30 years and above	

Thank you for your time and cooperation



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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		✓		
The university has to scrutinise budgets for other opportunities to reduce variable costs		✓		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		✓		
The university had to cut down on operational expenditure		✓		
The university forced to cut down on capital expenditure (Capex)		✓		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		✓		
The university is forced to cut down on student support expenditure		✓		

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SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		C		
Insufficient funds allocated for refreshments during meetings held by the university staffs		C		
Increased occurrences of budget <i>virements</i> among budget units/codes.		C		
Some faculties may negatively be affected if the university cut certain allocated budget.		C		
Reducing funding on learning materials		C		
Cutting of university staff training and development budget		C		
The current levels of merit awards are not affordable and sustainable		C		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		C		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		C		
Reduction of municipality services in some faculties to lower municipality rates		C		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		C		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		C		
The university has cut cost on attending academics conferences		C		

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SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			C	
Operating results indicate the university is living within available resources			C	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			C	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			C	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			C	
The university is in partnership with different stakeholders to gain more funding			C	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			C	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			C	
Alternative sources of funding have been identified by the university and pursued			C	
To be sustainable in the long run, the university has to find ways of generating their own income.			C	

[illegible]

Give instruction..Tick the box or place a tick or X where applicable, or something.

	Male	Female
1	1	1
2	1	1
3	1	1
4	1	1
5	1	1
6	1	1
7	1	1
8	1	1
9	1	1
10	1	1
11	1	1
12	1	1
13	1	1
14	1	1
15	1	1
16	1	1
17	1	1
18	1	1
19	1	1
20	1	1
21	1	1
22	1	1
23	1	1
24	1	1
25	1	1
26	1	1
27	1	1
28	1	1
29	1	1
30	1	1
31	1	1
32	1	1
33	1	1
34	1	1
35	1	1
36	1	1
37	1	1
38	1	1
39	1	1
40	1	1
41	1	1
42	1	1
43	1	1
44	1	1
45	1	1
46	1	1
47	1	1
48	1	1
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50	1	1
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55	1	1
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72	1	1
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74	1	1
75	1	1
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77	1	1
78	1	1
79	1	1
80	1	1
81	1	1
82	1	1
83	1	1
84	1	1
85	1	1
86	1	1
87	1	1
88	1	1
89	1	1
90	1	1
91	1	1
92	1	1
93	1	1
94	1	1
95	1	1
96	1	1
97	1	1
98	1	1
99	1	1
100	1	1

Administrator	[]
Financial Manager	[]
Accountant	<input checked="" type="checkbox"/> []
Other specify	[]

Below 10 years	[]
10 - 20 years	[]
21 - 30 years	[]
30 years and above	[]

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)			X	
The university has to scrutinise budgets for other opportunities to reduce variable costs			X	
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs			X	
The university had to cut down on operational expenditure			X	
The university forced to cut down on capital expenditure (Capex)			X	
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures			X	
The university is forced to cut down on student support expenditure			X	

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		✓		
Some faculties may negatively be affected if the university cut certain allocated budget.		✓		
Reducing funding on learning materials		✓		
Cutting of university staff training and development budget		✓		
The current levels of merit awards are not affordable and sustainable		✓		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		✓		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		✓		
Reduction of municipality services in some faculties to lower municipality rates		✓		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		✓		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		✓		
The university has cut cost on attending academics conferences		✓		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			<input checked="" type="checkbox"/>	
Operating results indicate the university is living within available resources			<input checked="" type="checkbox"/>	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			<input checked="" type="checkbox"/>	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			<input checked="" type="checkbox"/>	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			<input checked="" type="checkbox"/>	
The university is in partnership with different stakeholders to gain more funding			<input checked="" type="checkbox"/>	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			<input checked="" type="checkbox"/>	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			<input checked="" type="checkbox"/>	
Alternative sources of funding have been identified by the university and pursued			<input checked="" type="checkbox"/>	
To be sustainable in the long run, the university has to find ways of generating their own income.			<input checked="" type="checkbox"/>	

This image shows a full page of primary-ruled notebook paper. It features multiple sets of horizontal lines designed to help young learners write neatly. Each set consists of three lines: two solid black lines forming the top and bottom boundaries, and a dashed black line in the middle. A small dot is placed exactly halfway between each pair of solid lines, serving as a guide for letter height. The entire page is filled with these repeating patterns from top to bottom, providing ample space for handwriting practice.

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male ☒ Female ☐

<input checked="" type="checkbox"/>	Administrator
<input checked="" type="checkbox"/>	Financial Manager
<input checked="" type="checkbox"/>	Accountant
<input type="checkbox"/>	Other specify

Below 10 years	<input checked="" type="checkbox"/>	[]
10 - 20 years	<input type="checkbox"/>	[]
21 - 30 years	<input type="checkbox"/>	[]
30 years and above	<input type="checkbox"/>	[]

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	Stringent costs cutting measures had to be put in place to control cost (overall university spending)					X	
				The university has to scrutinise budgets for other opportunities to reduce variable costs					X	
				The university was forced to scrutinise budgets for other opportunities to minimise fixed costs					X	
				The university had to cut down on operational expenditure					X	
				The university forced to cut down on capital expenditure (Capex)						X
				There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures					X	
				The university is forced to cut down on student support expenditure						X

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support				X
Insufficient funds allocated for refreshments during meetings held by the university staffs				X
Increased occurrences of budget <i>virements</i> among budget units/codes.				X
Some faculties may negatively be affected if the university cut certain allocated budget.				X
Reducing funding on learning materials				X
Cutting of university staff training and development budget				X
The current levels of merit awards are not affordable and sustainable				X
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc				X
Replacement of beds and stoves at residence might be postponed to cut cost in the short term				X
Reduction of municipality services in some faculties to lower municipality rates				X
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding				X
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing				X
The university has cut cost on attending academics conferences				X

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university		X		
Operating results indicate the university is living within available resources		X		
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements		X		
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni		X		
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)		X		
The university is in partnership with different stakeholders to gain more funding		X		
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.		X		
The university has put more focus on international students' intake as the fee-free campaign does not cover them		X		
Alternative sources of funding have been identified by the university and pursued		X		
To be sustainable in the long run, the university has to find ways of generating their own income.		X		

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male
Female

<input checked="" type="checkbox"/>	Administrator
<input type="checkbox"/>	Financial Manager
<input type="checkbox"/>	Accountant
<input type="checkbox"/>	Other specify

Below 10 years	<input checked="" type="checkbox"/>
10 - 20 years	<input type="checkbox"/>
21 - 30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF

SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire **COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL** **MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE**

All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

SA	A	D	SD	
	X			Insufficient funds to recruits tutors for teaching and learning support
	X			Insufficient funds allocated for refreshments during meetings held by the university staffs
	X			Increased occurrences of budget <i>virements</i> among budget units/codes.
	X			Some faculties may negatively be affected if the university cut certain allocated budget.
	X			Reducing funding on learning materials
	X			Cutting of university staff training and development budget
	X			The current levels of merit awards are not affordable and sustainable
	X			Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc
	X			Replacement of beds and stoves at residence might be postponed to cut cost in the short term
	X			Reduction of municipality services in some faculties to lower municipality rates
	X			Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding
	X			The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing
	X			The university has cut cost on attending academics conferences

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university				X
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male	Female
	

Administrators	[]
Financial Manager	[]
Accountant	<input checked="" type="checkbox"/>
Other specify	[]

Below 10 years	<input type="checkbox"/>
10 - 20 years	<input checked="" type="checkbox"/>
21 - 30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

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PART A: SPECIFIC QUESTION TO RESEARCH

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)	<input checked="" type="checkbox"/>			
The university has to scrutinise budgets for other opportunities to reduce variable costs	<input checked="" type="checkbox"/>			
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
The university had to cut down on operational expenditure	<input checked="" type="checkbox"/>			
The university forced to cut down on capital expenditure (Capex)	<input checked="" type="checkbox"/>			
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures	<input checked="" type="checkbox"/>			
The university is forced to cut down on student support expenditure	<input checked="" type="checkbox"/>			

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support				
Insufficient funds allocated for refreshments during meetings held by the university staffs				
Increased occurrences of budget <i>virements</i> among budget units/codes.				
Some faculties may negatively be affected if the university cut certain allocated budget.				
Reducing funding on learning materials				
Cutting of university staff training and development budget				
The current levels of merit awards are not affordable and sustainable				
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc				
Replacement of beds and stoves at residence might be postponed to cut cost in the short term				
Reduction of municipality services in some faculties to lower municipality rates				
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding				
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing				
The university has cut cost on attending academics conferences				

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

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	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			<input checked="" type="checkbox"/>	
Operating results indicate the university is living within available resources			<input checked="" type="checkbox"/>	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			<input checked="" type="checkbox"/>	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			<input checked="" type="checkbox"/>	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			<input checked="" type="checkbox"/>	
The university is in partnership with different stakeholders to gain more funding			<input checked="" type="checkbox"/>	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			<input checked="" type="checkbox"/>	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			<input checked="" type="checkbox"/>	
Alternative sources of funding have been identified by the university and pursued			<input checked="" type="checkbox"/>	
To be sustainable in the long run, the university has to find ways of generating their own income.			<input checked="" type="checkbox"/>	

[illegible]

Give instruction..Tick the box or place a tick or X where applicable, or something.

Male
Female

Administrator	<input checked="" type="checkbox"/>
Financial Manager	<input type="checkbox"/>
Accountant	<input type="checkbox"/>
Other specify	<input type="checkbox"/>

Below 10 years	[]
10 - 20 years	[]
21 - 30 years	[]
30 years and above	[]

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

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	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs			X	
The university had to cut down on operational expenditure				
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure			X	

Strategies that are in place to mitigate the challenges emanating from fee-free education

SA=strongly agree A=Agree D=Disagree SD=strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.	X			
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable			X	
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc			X	
Replacement of beds and stoves at residence might be postponed to cut cost in the short term			X	
Reduction of municipality services in some faculties to lower municipality rates	X			
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	X			
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	X			
The university has cut cost on attending academics conferences	X			

PART C:

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The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)		X		
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The university has put more focus on international students' intake as the fee-free campaign does not cover them		X		
Alternative sources of funding have been identified by the university and pursued		X		
To be sustainable in the long run, the university has to find ways of generating their own income.		X		

Ab (Common)

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male ☒ Female ☐

<input type="checkbox"/>	Administrator
<input checked="" type="checkbox"/>	Financial Manager
<input type="checkbox"/>	Accountant
<input type="checkbox"/>	Other specify

Below 10 years	[]
10 -20 years	[X]
21 -30 years	[]
30 years and above	[]

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				The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
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SA= strongly agree A= Agree D= Disagree SD= strongly disagree

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				Insufficient funds allocated for refreshments during meetings held by the university staffs				X	
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				Some faculties may negatively be affected if the university cut certain allocated budget.					X
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				Cutting of university staff training and development budget			X		
				The current levels of merit awards are not affordable and sustainable			X		
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				Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding			X		
				The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing			X		
				The university has cut cost on attending academics conferences			X		

PART C:

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					The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni
					The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)
					The university is in partnership with different stakeholders to gain more funding
					The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.
					The university has put more focus on international students' intake as the fee-free campaign does not cover them
					Alternative sources of funding have been identified by the university and pursued
					To be sustainable in the long run, the university has to find ways of generating their own income.

This image shows a full page of a document template. It features a series of evenly spaced, horizontal grey lines across the entire width of the page, providing a guide for writing. The background is white, and there are no margins, headers, or footers visible.

Give instruction...Tick the box or place a tick or X where applicable, or something.

	Male	Female
[]		
[X]		

Administrator	[]
Financial Manager	[]
Accountant	[]
Other specify	<input checked="" type="checkbox"/>

Below 10 years	[]
10 -20 years	[]
21 -30 years	<input checked="" type="checkbox"/> []
30 years and above	[]

Thank you for your time and cooperation

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)			✓	
The university has to scrutinise budgets for other opportunities to reduce variable costs			✓	
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs			✓	
The university had to cut down on operational expenditure			✓	
The university forced to cut down on capital expenditure (Capex)			✓	
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures			✓	
The university is forced to cut down on student support expenditure			✓	

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

SA	A	D	SD	Insufficient funds to recruits tutors for teaching and learning support	✓			
SA	A	D	SD	Insufficient funds allocated for refreshments during meetings held by the university staffs	✓			
SA	A	D	SD	Increased occurrences of budget <i>virements</i> among budget units/codes.	✓			
SA	A	D	SD	Some faculties may negatively be affected if the university cut certain allocated budget.	✓			
SA	A	D	SD	Reducing funding on learning materials	✓			
SA	A	D	SD	Cutting of university staff training and development budget	✓			
SA	A	D	SD	The current levels of merit awards are not affordable and sustainable	✓			
SA	A	D	SD	Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc	✓			
SA	A	D	SD	Replacement of beds and stoves at residence might be postponed to cut cost in the short term	✓			
SA	A	D	SD	Reduction of municipality services in some faculties to lower municipality rates	✓			
SA	A	D	SD	Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	✓			
SA	A	D	SD	The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	✓			
SA	A	D	SD	The university has cut cost on attending academics conferences	✓			

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			✓	
Operating results indicate the university is living within available resources			✓	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			✓	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			✓	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			✓	
The university is in partnership with different stakeholders to gain more funding			✓	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			✓	
The university has put more focus on international students' intake as the fee-free campaign does not cover them		✓		
Alternative sources of funding have been identified by the university and pursued				✓
To be sustainable in the long run, the university has to find ways of generating their own income.	✓			

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

	Male	Female
[]		
[]		

<input checked="" type="checkbox"/>	Administrator	[]
<input type="checkbox"/>	Financial Manager	[]
<input type="checkbox"/>	Accountant	[]
<input type="checkbox"/>	Other specify	[]

Below 10 years	[]
10 - 20 years	[]
21 - 30 years	[]
30 years and above	[]

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	
	X			Stringent costs cutting measures had to be put in place to control cost (overall university spending)
	X			The university has to scrutinise budgets for other opportunities to reduce variable costs
	X			The university was forced to scrutinise budgets for other opportunities to minimise fixed costs
	X			The university had to cut down on operational expenditure
	X			The university forced to cut down on capital expenditure (Capex)
	X			There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures
	X			The university is forced to cut down on student support expenditure

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

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SA= strongly agree A= Agree D= Disagree SD= strongly disagree

SA	A	D	SD	
	X			Insufficient funds to recruits tutors for teaching and learning support
	X			Insufficient funds allocated for refreshments during meetings held by the university staffs
	X			Increased occurrences of budget <i>virements</i> among budget units/codes.
	X			Some faculties may negatively be affected if the university cut certain allocated budget.
	X			Reducing funding on learning materials
	X			Cutting of university staff training and development budget
	X			The current levels of merit awards are not affordable and sustainable
	X			Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc
	X			Replacement of beds and stoves at residence might be postponed to cut cost in the short term
	X			Reduction of municipality services in some faculties to lower municipality rates
	X			Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding
	X			The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing
	X			The university has cut cost on attending academics conferences

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	Resources are sufficient and flexible enough to support the strategic objectives of the university	X			
				Operating results indicate the university is living within available resources	X			
				The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements	X			
				The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni	Y			
				The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)	X			
				The university is in partnership with different stakeholders to gain more funding	X			
				The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.	Y			
				The university has put more focus on international students' intake as the fee-free campaign does not cover them	X			
				Alternative sources of funding have been identified by the university and pursued	X			
				To be sustainable in the long run, the university has to find ways of generating their own income.	X			

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

	Male	Female
<input type="checkbox"/>		
<input checked="" type="checkbox"/>		
<input type="checkbox"/>		

4	Other specify
[]	Accountant
[]	Financial Manager
[]	Administrator

Below 10 years	[]
10 - 20 years	[]
21 - 30 years	[]
30 years and above	<input checked="" type="checkbox"/> []

Thank you for your time and cooperation



NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF

SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

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SA	A	D	SD
	X		
Stringent costs cutting measures had to be put in place to control cost (overall university spending)			
	X		
The university has to scrutinise budgets for other opportunities to reduce variable costs			
	X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs			
	X		
The university had to cut down on operational expenditure			
	X		
The university forced to cut down on capital expenditure (Capex)			
	X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures			
	X		
The university is forced to cut down on student support expenditure			
	X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

SA	A	D	SD	Insufficient funds to recruits tutors for teaching and learning support	X			
				Insufficient funds allocated for refreshments during meetings held by the university staffs	X			
				Increased occurrences of budget <i>virements</i> among budget units/codes.	X			
				Some faculties may negatively be affected if the university cut certain allocated budget.	X			
				Reducing funding on learning materials	X			
				Cutting of university staff training and development budget	X			
				The current levels of merit awards are not affordable and sustainable	X			
				Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc	X			
				Replacement of beds and stoves at residence might be postponed to cut cost in the short term	X			
				Reduction of municipality services in some faculties to lower municipality rates	X			
				Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	X			
				The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	X			
				The university has cut cost on attending academics conferences	X			

PART C:

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SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

This image shows a full page of a document template. It consists of a series of evenly spaced, horizontal grey lines running across the width of the page. The lines are thin and light in color, providing a guide for writing without being distracting. There are no margins, text, or other markings present on the page.

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male	Female
<input checked="" type="checkbox"/>	<input type="checkbox"/>

Administrator	[]
Financial Manager	[]
Accountant	[]
Other specify	[X]

Below 10 years	<input type="checkbox"/>
10 -20 years	<input checked="" type="checkbox"/>
21 -30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	Stringent costs cutting measures had to be put in place to control cost (overall university spending)	X			
				The university has to scrutinise budgets for other opportunities to reduce variable costs	X			
				The university was forced to scrutinise budgets for other opportunities to minimise fixed costs	X			
				The university had to cut down on operational expenditure	X			
				The university forced to cut down on capital expenditure (Capex)	X			
				There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures	X			
				The university is forced to cut down on student support expenditure	X			

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support	X			
Insufficient funds allocated for refreshments during meetings held by the university staffs	X			
Increased occurrences of budget <i>virements</i> among budget units/codes.	X			
Some faculties may negatively be affected if the university cut certain allocated budget.	X			
Reducing funding on learning materials	X			
Cutting of university staff training and development budget	X			
The current levels of merit awards are not affordable and sustainable	X			
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc	X			
Replacement of beds and stoves at residence might be postponed to cut cost in the short term	X			
Reduction of municipality services in some faculties to lower municipality rates	X			
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	X			
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	X			
The university has cut cost on attending academics conferences	X			

PART C:

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	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

[illegible]

1. What is your gender?

Male	<input checked="" type="checkbox"/>
Female	<input type="checkbox"/>

Administrators	[]
Financial Manager	[]
Accountant	[]
Other specify	<input checked="" type="checkbox"/>

Below 10 years	<input type="checkbox"/>
10-20 years	<input checked="" type="checkbox"/>
21-30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation

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	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
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Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

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The university is in partnership with different stakeholders to gain more funding				X
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To be sustainable in the long run, the university has to find ways of generating their own income.				X

[illegible]

Give instruction..Tick the box or place a tick or X where applicable, or something.

	Male	Female

<input type="checkbox"/>	Administrator
<input type="checkbox"/>	Financial Manager
<input type="checkbox"/>	Accountant
<input checked="" type="checkbox"/>	Other specify

Below 10 years	<input type="checkbox"/>
10 - 20 years	<input checked="" type="checkbox"/>
21 - 30 years	<input type="checkbox"/>
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SA= strongly agree A= Agree D= Disagree SD= strongly disagree

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Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
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The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

This image shows a full page of a document template. It consists of a series of evenly spaced, horizontal grey lines running across the width of the page. The lines are thin and light in color, providing a guide for writing without being distracting. There are no margins, text, or other markings present on the page.

Give instruction...Tick the box or place a tick or X where applicable, or something.

	Male	Female
[]		
[X]		

<input type="checkbox"/>	Administrator
<input type="checkbox"/>	Financial Manager
<input checked="" type="checkbox"/>	Accountant
<input type="checkbox"/>	Other specify

Below 10 years ☐
10 - 20 years ☒
21 - 30 years ☐
30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF

SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)	X			
The university has to scrutinise budgets for other opportunities to reduce variable costs	X			
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs	X			
The university had to cut down on operational expenditure	X			
The university forced to cut down on capital expenditure (Capex)	X			
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures	X			
The university is forced to cut down on student support expenditure	X			

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university		X		
Operating results indicate the university is living within available resources		X		
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements		X		
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni		X		
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)		X		
The university is in partnership with different stakeholders to gain more funding		X		
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.		X		
The university has put more focus on international students' intake as the fee-free campaign does not cover them		X		
Alternative sources of funding have been identified by the university and pursued		X		
To be sustainable in the long run, the university has to find ways of generating their own income.		X		

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male	Female
<input type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>

Administrator	[]
Financial Manager	[]
Accountant	[]
Other specify	[X]

Below 10 years ☐
10 - 20 years ☐
21 - 30 years ☒
30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF

SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)			X	
The university has to scrutinise budgets for other opportunities to reduce variable costs			X	
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs			X	
The university had to cut down on operational expenditure			X	
The university forced to cut down on capital expenditure (Capex)			X	
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures			X	
The university is forced to cut down on student support expenditure			X	

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

SA	A	D	SD	
	X			Insufficient funds to recruits tutors for teaching and learning support
	X			Insufficient funds allocated for refreshments during meetings held by the university staffs
	X			Increased occurrences of budget <i>virements</i> among budget units/codes.
	X			Some faculties may negatively be affected if the university cut certain allocated budget.
	X			Reducing funding on learning materials
	X			Cutting of university staff training and development budget
	f			The current levels of merit awards are not affordable and sustainable
	X			Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc
	f			Replacement of beds and stoves at residence might be postponed to cut cost in the short term
	X			Reduction of municipality services in some faculties to lower municipality rates
	X			Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding
	X			The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing
	X			The university has cut cost on attending academics conferences

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue sources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

.....

Give instruction..Tick the box or place a tick or X where applicable, or something.

	Male	Female
[]		
[X]		

Administrators	1
Financial Manager	1
Accountant	1
Other specify	1

Below 10 years ☐
10 -20 years ☒
21 -30 years ☐
30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

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PART A: SPECIFIC QUESTION TO RESEARCH

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	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)	X			
The university has to scrutinise budgets for other opportunities to reduce variable costs	X			
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs	X			
The university had to cut down on operational expenditure	X			
The university forced to cut down on capital expenditure (Capex)	X			
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures	X			
The university is forced to cut down on student support expenditure	X			

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support	X			
Insufficient funds allocated for refreshments during meetings held by the university staffs	X			
Increased occurrences of budget <i>virements</i> among budget units/codes.	X			
Some faculties may negatively be affected if the university cut certain allocated budget.	X			
Reducing funding on learning materials	X			
Cutting of university staff training and development budget	X			
The current levels of merit awards are not affordable and sustainable	X			
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc	X			
Replacement of beds and stoves at residence might be postponed to cut cost in the short term	X			
Reduction of municipality services in some faculties to lower municipality rates	X			
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	X			
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	X			
The university has cut cost on attending academics conferences	X			

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
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The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
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The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Female ☒

Other specify ☐

30 years and above []

Thank you for your time and cooperation



Cape Peninsula University of Technology

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STUDENT NO : 213141698

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(SURVEY QUESTIONNAIRES)

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Using a rating scale of 1 to 4 (where 1 = **strongly agree**; 2 = **agree**; 3 = **disagree**; 4 = **strongly disagree**) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

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	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)	X			
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The university had to cut down on operational expenditure	X			
The university forced to cut down on capital expenditure (Capex)	X			
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures	X			
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Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

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	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university		.	X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
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The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)				X
The university is in partnership with different stakeholders to gain more funding				X
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				X
The university has put more focus on international students' intake as the fee-free campaign does not cover them				X
Alternative sources of funding have been identified by the university and pursued				X
To be sustainable in the long run, the university has to find ways of generating their own income.				X

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☐

Financial Manager ☐

Accountant ☐

Other specify ☒

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☒

21 -30 years ☐

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in **STRICT CONFIDENCE**. Your participation is greatly appreciated.

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PART A: SPECIFIC QUESTION TO RESEARCH

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
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The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

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The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

(Any additional comments you would like to provide on cost implication of fee free education)

THIS IS ECONOMY SUICIDE

GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐
Female ☒

2. What is your functional position?

Administrator ☐
Financial Manager ☐
Accountant ☐
Other specify ☒

3. What is the Length of time you have worked with the institution?

Below 10 years ☐
10 -20 years ☐
21 -30 years ☒
30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

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Survey Questionnaire

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

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SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget virements among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☐

Financial Manager ☐

Accountant ☐

Other specify ☒

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☒

21 -30 years ☐

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in **STRICT CONFIDENCE**. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of **1 to 4** (where **1 = strongly agree**; **2 = agree**; **3 = disagree**; **4 = strongly disagree**) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)				X
The university has to scrutinise budgets for other opportunities to reduce variable costs				X
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs				X
The university had to cut down on operational expenditure				X
The university forced to cut down on capital expenditure (Capex)				X
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures				X
The university is forced to cut down on student support expenditure				X

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support				✓
Insufficient funds allocated for refreshments during meetings held by the university staffs				✓
Increased occurrences of budget virements among budget units/codes.				✓
Some faculties may negatively be affected if the university cut certain allocated budget.				✓
Reducing funding on learning materials				✓
Cutting of university staff training and development budget				✓
The current levels of merit awards are not affordable and sustainable				✓
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc				✓
Replacement of beds and stoves at residence might be postponed to cut cost in the short term				✓
Reduction of municipality services in some faculties to lower municipality rates				✓
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding				✓
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing				✓
The university has cut cost on attending academics conferences				✓

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of **1 to 4** (where **1 = strongly agree**; **2 = agree**; **3 = disagree**; **4 = strongly disagree**) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university	X			
Operating results indicate the university is living within available resources	X			
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements	X			
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni	X			
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)	X			
The university is in partnership with different stakeholders to gain more funding	X			
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.	X			
The university has put more focus on international students' intake as the fee-free campaign does not cover them	X			
Alternative sources of funding have been identified by the university and pursued	X			
To be sustainable in the long run, the university has to find ways of generating their own income.	X			

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☐

Financial Manager ☐

Accountant ☒

Other specify ☐

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☒

21 -30 years ☐

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in **STRICT CONFIDENCE**. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of **1 to 4** (where **1 = strongly agree**; **2 = agree**; **3 = disagree**; **4 = strongly disagree**) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)				✓
The university has to scrutinise budgets for other opportunities to reduce variable costs				✓
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs				X
The university had to cut down on operational expenditure				X
The university forced to cut down on capital expenditure (Capex)				A
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures				X
The university is forced to cut down on student support expenditure				X

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support				X
Insufficient funds allocated for refreshments during meetings held by the university staffs				X
Increased occurrences of budget <i>virements</i> among budget units/codes.				X
Some faculties may negatively be affected if the university cut certain allocated budget.				X
Reducing funding on learning materials				X
Cutting of university staff training and development budget				X
The current levels of merit awards are not affordable and sustainable				X
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc				✓
Replacement of beds and stoves at residence might be postponed to cut cost in the short term				X
Reduction of municipality services in some faculties to lower municipality rates				X
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding				X
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing				X
The university has cut cost on attending academics conferences				X

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university		X		
Operating results indicate the university is living within available resources		X		
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements		X		
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni		X		
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)		X		
The university is in partnership with different stakeholders to gain more funding		X		
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.		X		
The university has put more focus on international students' intake as the fee-free campaign does not cover them		X		
Alternative sources of funding have been identified by the university and pursued		X		
To be sustainable in the long run, the university has to find ways of generating their own income.		X		

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☐

Financial Manager ☐

Accountant ☒

Other specify ☐

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☐

21 -30 years ☒

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in **STRICT CONFIDENCE**. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

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Using a rating scale of 1 to 4 (**where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree**) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support	X			
Insufficient funds allocated for refreshments during meetings held by the university staffs	X			
Increased occurrences of budget <i>virements</i> among budget units/codes.	X			
Some faculties may negatively be affected if the university cut certain allocated budget.	X			
Reducing funding on learning materials	X			
Cutting of university staff training and development budget	X			
The current levels of merit awards are not affordable and sustainable	X			
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc	X			
Replacement of beds and stoves at residence might be postponed to cut cost in the short term	X			
Reduction of municipality services in some faculties to lower municipality rates	X			
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	X			
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	X			
The university has cut cost on attending academics conferences	X			

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university				X
Operating results indicate the university is living within available resources				X
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements				X
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni				X
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)				X
The university is in partnership with different stakeholders to gain more funding				X
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				X
The university has put more focus on international students' intake as the fee-free campaign does not cover them				X
Alternative sources of funding have been identified by the university and pursued				X
To be sustainable in the long run, the university has to find ways of generating their own income.				X

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male ☐
Female ☒

Administrator ☐
 Financial Manager ☐
 Accountant ☐
 Other specify ☒

Below 10 years []
10 -20 years [X]
21 -30 years []
30 years and above []

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support			X	
Insufficient funds allocated for refreshments during meetings held by the university staffs			X	
Increased occurrences of budget <i>virements</i> among budget units/codes.			X	
Some faculties may negatively be affected if the university cut certain allocated budget.			X	
Reducing funding on learning materials			X	
Cutting of university staff training and development budget			X	
The current levels of merit awards are not affordable and sustainable			X	
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc			X	
Replacement of beds and stoves at residence might be postponed to cut cost in the short term			X	
Reduction of municipality services in some faculties to lower municipality rates				
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding			X	
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing			X	
The university has cut cost on attending academics conferences			X	

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university				X
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding				X
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				X
The university has put more focus on international students' intake as the fee-free campaign does not cover them				X
Alternative sources of funding have been identified by the university and pursued				X
To be sustainable in the long run, the university has to find ways of generating their own income.				X

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☐

Financial Manager ☒

Accountant ☐

Other specify ☐

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☐

21 -30 years ☒

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in **STRICT CONFIDENCE**. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = **strongly agree**; 2 = **agree**; 3 = **disagree**; 4 = **strongly disagree**) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support			X	
Insufficient funds allocated for refreshments during meetings held by the university staffs			X	
Increased occurrences of budget <i>virements</i> among budget units/codes.			X	
Some faculties may negatively be affected if the university cut certain allocated budget.			X	
Reducing funding on learning materials			X	
Cutting of university staff training and development budget			X	
The current levels of merit awards are not affordable and sustainable				X
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc				X
Replacement of beds and stoves at residence might be postponed to cut cost in the short term				X
Reduction of municipality services in some faculties to lower municipality rates			X	
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding			X	
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing				X
The university has cut cost on attending academics conferences				X

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of **1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree)** please indicate the importance of the statement on the alternative revenue resources: -

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	SA	A	D	SD
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The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☐

Financial Manager ☐

Accountant ☐

Other specify ☒

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☐

21 -30 years ☒

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

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Using a rating scale of 1 to 4 (**where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree**) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support	X			
Insufficient funds allocated for refreshments during meetings held by the university staffs	X			
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term	X			
Reduction of municipality services in some faculties to lower municipality rates	X			
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	X			
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	X			
The university has cut cost on attending academics conferences	X			

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of **1 to 4** (where **1 = strongly agree**; **2 = agree**; **3 = disagree**; **4 = strongly disagree**) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements				X
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding				X
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				X
The university has put more focus on international students' intake as the fee-free campaign does not cover them				X
Alternative sources of funding have been identified by the university and pursued				X
To be sustainable in the long run, the university has to find ways of generating their own income.				X

This image shows a full page of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page, typical of notebook paper. There are no margins, text, or other markings on the page.

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male ☐
Female ☒

Administrator ☐
 Financial Manager ☐
 Accountant ☐
 Other specify ☒

Age Group	Frequency
Below 10 years	1
10 -20 years	1
21 -30 years	1
30 years and above	1

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in **STRICT CONFIDENCE**. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

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Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support	X			
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.	X			
Reducing funding on learning materials	X			
Cutting of university staff training and development budget	X			
The current levels of merit awards are not affordable and sustainable	X			
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of **1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree)** please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male

☒

Female

☐

2. What is your functional position?

Administrator

☒

Financial Manager

☒

Accountant

☐

Other specify

☐

3. What is the Length of time you have worked with the institution?

Below 10 years

☐

10 -20 years

☒

21 -30 years

☐

30 years and above

☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

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Insufficient funds allocated for refreshments during meetings held by the university staffs	X			
Increased occurrences of budget <i>virements</i> among budget units/codes.	X			
Some faculties may negatively be affected if the university cut certain allocated budget.	X			
Reducing funding on learning materials	X			
Cutting of university staff training and development budget	X			
The current levels of merit awards are not affordable and sustainable	X			
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc	X			
Replacement of beds and stoves at residence might be postponed to cut cost in the short term	X			
Reduction of municipality services in some faculties to lower municipality rates	X			
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	X			
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	X			
The university has cut cost on attending academics conferences	X			

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university				X
Operating results indicate the university is living within available resources				X
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements				X
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni				X
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)				X
The university is in partnership with different stakeholders to gain more funding				X
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				X
The university has put more focus on international students' intake as the fee-free campaign does not cover them				X
Alternative sources of funding have been identified by the university and pursued				X
To be sustainable in the long run, the university has to find ways of generating their own income.				X

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☐

Financial Manager ☒

Accountant ☐

Other specify ☐

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☐

21 -30 years ☒

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

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PART A: SPECIFIC QUESTION TO RESEARCH

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)			X	
The university has to scrutinise budgets for other opportunities to reduce variable costs			X	
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs			X	
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure			X	

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

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The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

.....

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male ☐

Female ☒

Administrator ☐
 Financial Manager ☐
 Accountant ☐
 Other specify ☒

Below 10 years ☐

10 -20 years ☐

21 -30 years ☒

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

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The university forced to cut down on capital expenditure (Capex)	X			
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures	X			
The university is forced to cut down on student support expenditure	X			

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

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Reducing funding on learning materials	X			
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
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Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
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The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☒

Female ☐

2. What is your functional position?

Administrator ☐

Financial Manager ☐

Accountant ☐

Other specify ☒

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☒

21 -30 years ☐

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in **STRICT CONFIDENCE**. Your participation is greatly appreciated.

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	SA	A	D	SD
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The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
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PART C:

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The university has put more focus on international students' intake as the fee-free campaign does not cover them				X
Alternative sources of funding have been identified by the university and pursued				X
To be sustainable in the long run, the university has to find ways of generating their own income.				X

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☐

Financial Manager ☐

Accountant ☐

Other specify ☒

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☐

21 -30 years ☒

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

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	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)	X			
The university has to scrutinise budgets for other opportunities to reduce variable costs	X			
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs	X			
The university had to cut down on operational expenditure	X			
The university forced to cut down on capital expenditure (Capex)	X			
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures	X			
The university is forced to cut down on student support expenditure	X			

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support	X			
Insufficient funds allocated for refreshments during meetings held by the university staffs	X			
Increased occurrences of budget virements among budget units/codes.	X			
Some faculties may negatively be affected if the university cut certain allocated budget.	X			
Reducing funding on learning materials	X			
Cutting of university staff training and development budget	X			
The current levels of merit awards are not affordable and sustainable	X			
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc	X			
Replacement of beds and stoves at residence might be postponed to cut cost in the short term	X			
Reduction of municipality services in some faculties to lower municipality rates	X			
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	X			
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	X			
The university has cut cost on attending academics conferences	X			

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☐

Financial Manager ☐

Accountant ☒

Other specify ☐

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☐

21 -30 years ☒

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA
SURNAME : DUTYWA
STUDENT NO : 213141698
**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH
CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in **STRICT CONFIDENCE**. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)	X			
The university has to scrutinise budgets for other opportunities to reduce variable costs	X			
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs	X			
The university had to cut down on operational expenditure	X			
The university forced to cut down on capital expenditure (Capex)	X			
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures	X			
The university is forced to cut down on student support expenditure	X			

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education


Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university		,	X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni				X
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)				X
The university is in partnership with different stakeholders to gain more funding				X
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				X
The university has put more focus on international students' intake as the fee-free campaign does not cover them				X
Alternative sources of funding have been identified by the university and pursued				X
To be sustainable in the long run, the university has to find ways of generating their own income.				X

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male 
Female 

Administrator ☐
 Financial Manager ☐
 Accountant ☐
 Other specify ☒

Below 10 years ☐
 10 -20 years ☒
 21 -30 years ☐
 30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

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SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

(Any additional comments you would like to provide on cost implication of fee free education)

THIS IS ECONOMY SUICIDE

GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐
Female ☒

2. What is your functional position?

Administrator ☐
Financial Manager ☐
Accountant ☐
Other specify ☒

3. What is the Length of time you have worked with the institution?

Below 10 years ☐
10 -20 years ☐
21 -30 years ☒
30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in **STRICT CONFIDENCE**. Your participation is greatly appreciated.

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PART A: SPECIFIC QUESTION TO RESEARCH

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget virements among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☐

Financial Manager ☐

Accountant ☐

Other specify ☒

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☒

21 -30 years ☐

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in **STRICT CONFIDENCE**. Your participation is greatly appreciated.

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PART A: SPECIFIC QUESTION TO RESEARCH

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)				X
The university has to scrutinise budgets for other opportunities to reduce variable costs				X
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs				X
The university had to cut down on operational expenditure				X
The university forced to cut down on capital expenditure (Capex)				X
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures				X
The university is forced to cut down on student support expenditure				X

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support				✓
Insufficient funds allocated for refreshments during meetings held by the university staffs				X
Increased occurrences of budget virements among budget units/codes.				X
Some faculties may negatively be affected if the university cut certain allocated budget.				X
Reducing funding on learning materials				X
Cutting of university staff training and development budget				X
The current levels of merit awards are not affordable and sustainable				X
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc				X
Replacement of beds and stoves at residence might be postponed to cut cost in the short term				X
Reduction of municipality services in some faculties to lower municipality rates				X
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding				X
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing				X
The university has cut cost on attending academics conferences				X

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university	X			
Operating results indicate the university is living within available resources	X			
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements	X			
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni	X			
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)	X			
The university is in partnership with different stakeholders to gain more funding	X			
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.	X			
The university has put more focus on international students' intake as the fee-free campaign does not cover them	X			
Alternative sources of funding have been identified by the university and pursued	X			
To be sustainable in the long run, the university has to find ways of generating their own income.	X			

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☐

Financial Manager ☐

Accountant ☒

Other specify ☐

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☒

21 -30 years ☐

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)				✓
The university has to scrutinise budgets for other opportunities to reduce variable costs				✓
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs				X
The university had to cut down on operational expenditure				X
The university forced to cut down on capital expenditure (Capex)				A
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures				X
The university is forced to cut down on student support expenditure				X

PART B:

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	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support				X
Insufficient funds allocated for refreshments during meetings held by the university staffs				X
Increased occurrences of budget <i>virements</i> among budget units/codes.				X
Some faculties may negatively be affected if the university cut certain allocated budget.				X
Reducing funding on learning materials				X
Cutting of university staff training and development budget				X
The current levels of merit awards are not affordable and sustainable				X
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc				✓
Replacement of beds and stoves at residence might be postponed to cut cost in the short term				X
Reduction of municipality services in some faculties to lower municipality rates				X
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding				X
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing				X
The university has cut cost on attending academics conferences				X

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SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university		X		
Operating results indicate the university is living within available resources		X		
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements		X		
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni		X		
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)		X		
The university is in partnership with different stakeholders to gain more funding		X		
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.		X		
The university has put more focus on international students' intake as the fee-free campaign does not cover them		X		
Alternative sources of funding have been identified by the university and pursued		X		
To be sustainable in the long run, the university has to find ways of generating their own income.		X		

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

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Male ☐

Female ☒

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Financial Manager ☐

Accountant ☒

Other specify ☐

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10 -20 years ☐

21 -30 years ☒

30 years and above ☐

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SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university				α
Operating results indicate the university is living within available resources				δ
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements				δ
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni				δ
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)				α
The university is in partnership with different stakeholders to gain more funding				α
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				δ
The university has put more focus on international students' intake as the fee-free campaign does not cover them				α
Alternative sources of funding have been identified by the university and pursued				α
To be sustainable in the long run, the university has to find ways of generating their own income.				α

[illegible]

Give instruction..Tick the box or place a tick or X where applicable, or something.

	Male	Female
1	1	1
2	1	1
3	1	1
4	1	1
5	1	1
6	1	1
7	1	1
8	1	1
9	1	1
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19	1	1
20	1	1
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91	1	1
92	1	1
93	1	1
94	1	1
95	1	1
96	1	1
97	1	1
98	1	1
99	1	1
100	1	1

Administrators	[]
Financial Manager	[X]
Accountant	[]
Other specify	[]

Below 10 years	[]
10 - 20 years	[]
21 - 30 years	<input checked="" type="checkbox"/>
30 years and above	[]

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SD	D	A	SA	Stringent costs cutting measures had to be put in place to control cost (overall university spending)					X
				The university has to scrutinise budgets for other opportunities to reduce variable costs					X
				The university was forced to scrutinise budgets for other opportunities to minimise fixed costs					X
				The university had to cut down on operational expenditure					X
				The university forced to cut down on capital expenditure (Capex)					X
				There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures					X
				The university is forced to cut down on student support expenditure					X

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support			X	
Insufficient funds allocated for refreshments during meetings held by the university staffs			X	
Increased occurrences of budget <i>virements</i> among budget units/codes.			X	
Some faculties may negatively be affected if the university cut certain allocated budget.			X	
Reducing funding on learning materials			X	
Cutting of university staff training and development budget			X	
The current levels of merit awards are not affordable and sustainable			X	
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc			X	
Replacement of beds and stoves at residence might be postponed to cut cost in the short term			X	
Reduction of municipality services in some faculties to lower municipality rates			X	
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding			X	
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing			X	
The university has cut cost on attending academics conferences			X	

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university				X
Operating results indicate the university is living within available resources				X
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements				X
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni				X
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)				X
The university is in partnership with different stakeholders to gain more funding				X
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				X
The university has put more focus on international students' intake as the fee-free campaign does not cover them				X
Alternative sources of funding have been identified by the university and pursued				X
To be sustainable in the long run, the university has to find ways of generating their own income.				X

(Any additional comments you would like to provide on cost implication of fee free education)

There is no such thing as free education? someone somewhere is paying (taxpayers)

GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☒ Female ☐

2. What is your functional position?

Administrator ☐
Financial Manager ☒
Accountant ☐
Other specify ☐

3. What is the Length of time you have worked with the institution?

Below 10 years ☐
10-20 years ☐
21-30 years ☐
30 years and above ☒

Thank you for your time and cooperation



NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	Stringent costs cutting measures had to be put in place to control cost (overall university spending)				X
				The university has to scrutinise budgets for other opportunities to reduce variable costs				X
				The university was forced to scrutinise budgets for other opportunities to minimise fixed costs			X	
				The university had to cut down on operational expenditure			X	
				The university forced to cut down on capital expenditure (Capex)			X	
				There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures			X	
				The university is forced to cut down on student support expenditure				X

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA=strongly agree A= Agree D= Disagree SD=strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male ☒ Female ☐

<input type="checkbox"/>	Administrator	<input type="checkbox"/>
<input checked="" type="checkbox"/>	Financial Manager	<input type="checkbox"/>
<input type="checkbox"/>	Accountant	<input type="checkbox"/>
<input type="checkbox"/>	Other specify	<input type="checkbox"/>

Below 10 years	<input type="checkbox"/>
10 - 20 years	<input checked="" type="checkbox"/>
21 - 30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

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PART A: SPECIFIC QUESTION TO RESEARCH

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Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	Stringent costs cutting measures had to be put in place to control cost (overall university spending)
	✓			The university has to scrutinise budgets for other opportunities to reduce variable costs
	✓			The university was forced to scrutinise budgets for other opportunities to minimise fixed costs
	✓			The university had to cut down on operational expenditure
	✓			The university forced to cut down on capital expenditure (Capex)
			✓	There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures
			✓	The university is forced to cut down on student support expenditure

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		✓		
Insufficient funds allocated for refreshments during meetings held by the university staffs		✓		
Increased occurrences of budget <i>virements</i> among budget units/codes.		✓		
Some faculties may negatively be affected if the university cut certain allocated budget.		✓		
Reducing funding on learning materials		✓		
Cutting of university staff training and development budget		✓		
The current levels of merit awards are not affordable and sustainable		✓		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		✓		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		✓		
Reduction of municipality services in some faculties to lower municipality rates		✓		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		✓		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		✓		
The university has cut cost on attending academics conferences		✓		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			✓	
Operating results indicate the university is living within available resources			✓	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			✓	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			✓	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			✓	
The university is in partnership with different stakeholders to gain more funding			✓	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			✓	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			✓	
Alternative sources of funding have been identified by the university and pursued			✓	
To be sustainable in the long run, the university has to find ways of generating their own income.				✓

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male ☒ Female ☐

2. What is your functional position?

Administrator ☐
Financial Manager ☒
Accountant ☐
Other specify ☐

3. What is the Length of time you have worked with the institution?

Below 10 years ☒
10 -20 years ☐
21 -30 years ☐
30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	Stringent costs cutting measures had to be put in place to control cost (overall university spending)					
				The university has to scrutinise budgets for other opportunities to reduce variable costs					
				The university was forced to scrutinise budgets for other opportunities to minimise fixed costs					
				The university had to cut down on operational expenditure					
				The university forced to cut down on capital expenditure (Capex)					
				There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures					
				The university is forced to cut down on student support expenditure					

Strategies that are in place to mitigate the challenges emanating from fee-free education

SA=strongly agree A=Agree D=Disagree SD=strongly disagree

				Insufficient funds to recruits tutors for teaching and learning support				(
				Insufficient funds allocated for refreshments during meetings held by the university staffs				(
				Increased occurrences of budget <i>virements</i> among budget units/codes.				(
				Some faculties may negatively be affected if the university cut certain allocated budget.				(
				Reducing funding on learning materials				(
				Cutting of university staff training and development budget				(
				The current levels of merit awards are not affordable and sustainable				(
				Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc				(
				Replacement of beds and stoves at residence might be postponed to cut cost in the short term				(
				Reduction of municipality services in some faculties to lower municipality rates				(
				Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding				(
				The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing				(
				The university has cut cost on attending academics conferences				(

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university				
Operating results indicate the university is living within available resources				
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements				
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni				
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)				
The university is in partnership with different stakeholders to gain more funding				
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				
The university has put more focus on international students' intake as the fee-free campaign does not cover them				
Alternative sources of funding have been identified by the university and pursued				
To be sustainable in the long run, the university has to find ways of generating their own income.				

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male
Female

Other specify	
Accountant	
Financial Manager	
Administrator	

Below 10 years ☐
10-20 years ☒
21-30 years ☐
30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula
University of Technology

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STUDENT NO : 213141698

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

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Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue sources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university		X		
Operating results indicate the university is living within available resources		X		
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements		X		
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni		X		
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)		X		
The university is in partnership with different stakeholders to gain more funding		X		
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.		X		
The university has put more focus on international students' intake as the fee-free campaign does not cover them		X		
Alternative sources of funding have been identified by the university and pursued		X		
To be sustainable in the long run, the university has to find ways of generating their own income.		X		

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Give instruction...Tick the box or place a tick or X where applicable, or something.

	Male	Female
[X]		
[]		

<input type="checkbox"/>	Administrator
<input checked="" type="checkbox"/>	Financial Manager
<input type="checkbox"/>	Accountant
<input type="checkbox"/>	Other specify

Below 10 years	<input type="checkbox"/>
10 - 20 years	<input checked="" type="checkbox"/>
21 - 30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

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(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

Strategies that are in place to mitigate the challenges emanating from fee-free education

SA=strongly agree A= Agree D= Disagree SD=strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall on the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences				X

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	Resources are sufficient and flexible enough to support the strategic objectives of the university					
		X		Operating results indicate the university is living within available resources					
				The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements	X				
				The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni	X				
				The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)	X				
				The university is in partnership with different stakeholders to gain more funding	X				
				The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.	X				
				The university has put more focus on international students' intake as the fee-free campaign does not cover them	X				
				Alternative sources of funding have been identified by the university and pursued	X				
				To be sustainable in the long run, the university has to find ways of generating their own income.	X				

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male	Female
<input checked="" type="checkbox"/>	<input type="checkbox"/>

☐ Administrator
☐ Financial Manager
☐ Accountant
☒ Other specify

Below 10 years	[]
10 - 20 years	[X]
21 - 30 years	[]
30 years and above	[]

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

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PART A: SPECIFIC QUESTION TO RESEARCH

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	Stringent costs cutting measures had to be put in place to control cost (overall university spending)				
				The university has to scrutinise budgets for other opportunities to reduce variable costs				
				The university was forced to scrutinise budgets for other opportunities to minimise fixed costs				
				The university had to cut down on operational expenditure				
				The university forced to cut down on capital expenditure (Capex)				
				There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures				
				The university is forced to cut down on student support expenditure				

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☐

Financial Manager ☒

Accountant ☐

Other specify ☐

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☒

21 -30 years ☐

30 years and above ☐

Thank you for your time and cooperation



NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF

SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated. Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		✓		
The university has to scrutinise budgets for other opportunities to reduce variable costs		✓		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		✓		
The university had to cut down on operational expenditure		✓		
The university forced to cut down on capital expenditure (Capex)		✓		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		✓		
The university is forced to cut down on student support expenditure		✓		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		C		
Insufficient funds allocated for refreshments during meetings held by the university staffs		C		
Increased occurrences of budget <i>virements</i> among budget units/codes.		C		
Some faculties may negatively be affected if the university cut certain allocated budget.		C		
Reducing funding on learning materials		C		
Cutting of university staff training and development budget		C		
The current levels of merit awards are not affordable and sustainable		C		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		C		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		C		
Reduction of municipality services in some faculties to lower municipality rates		C		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		C		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		C		
The university has cut cost on attending academics conferences		C		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university				
Operating results indicate the university is living within available resources				
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements				
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni				
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)				
The university is in partnership with different stakeholders to gain more funding				
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				
The university has put more focus on international students' intake as the fee-free campaign does not cover them				
Alternative sources of funding have been identified by the university and pursued				
To be sustainable in the long run, the university has to find ways of generating their own income.				

[illegible]

Give instruction..Tick the box or place a tick or X where applicable, or something.

	Male	Female
1	1	1
2	1	1
3	1	1
4	1	1
5	1	1
6	1	1
7	1	1
8	1	1
9	1	1
10	1	1
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14	1	1
15	1	1
16	1	1
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89	1	1
90	1	1
91	1	1
92	1	1
93	1	1
94	1	1
95	1	1
96	1	1
97	1	1
98	1	1
99	1	1
100	1	1

Administrator	[]
Financial Manager	[]
Accountant	<input checked="" type="checkbox"/> []
Other specify	[]

Below 10 years	[]
10 - 20 years	[]
21 - 30 years	[]
30 years and above	[]

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

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PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)			X	
The university has to scrutinise budgets for other opportunities to reduce variable costs			X	
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs			X	
The university had to cut down on operational expenditure			X	
The university forced to cut down on capital expenditure (Capex)			X	
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures			X	
The university is forced to cut down on student support expenditure			X	

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		✓		
Some faculties may negatively be affected if the university cut certain allocated budget.		✓		
Reducing funding on learning materials		✓		
Cutting of university staff training and development budget		✓		
The current levels of merit awards are not affordable and sustainable		✓		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		✓		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		✓		
Reduction of municipality services in some faculties to lower municipality rates		✓		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		✓		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		✓		
The university has cut cost on attending academics conferences		✓		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			<input checked="" type="checkbox"/>	
Operating results indicate the university is living within available resources			<input checked="" type="checkbox"/>	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			<input checked="" type="checkbox"/>	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			<input checked="" type="checkbox"/>	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			<input checked="" type="checkbox"/>	
The university is in partnership with different stakeholders to gain more funding			<input checked="" type="checkbox"/>	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			<input checked="" type="checkbox"/>	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			<input checked="" type="checkbox"/>	
Alternative sources of funding have been identified by the university and pursued			<input checked="" type="checkbox"/>	
To be sustainable in the long run, the university has to find ways of generating their own income.			<input checked="" type="checkbox"/>	

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male ☒ Female ☐

<input checked="" type="checkbox"/>	Administrator
<input checked="" type="checkbox"/>	Financial Manager
<input checked="" type="checkbox"/>	Accountant
<input type="checkbox"/>	Other specify

Below 10 years	<input checked="" type="checkbox"/>
10 - 20 years	<input type="checkbox"/>
21 - 30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

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SA	A	D	SD	Stringent costs cutting measures had to be put in place to control cost (overall university spending)					
				The university has to scrutinise budgets for other opportunities to reduce variable costs	X				
				The university was forced to scrutinise budgets for other opportunities to minimise fixed costs	X				
				The university had to cut down on operational expenditure	X				
				The university forced to cut down on capital expenditure (Capex)	X				
				There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures	X				
				The university is forced to cut down on student support expenditure	X				

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support				X
Insufficient funds allocated for refreshments during meetings held by the university staffs				X
Increased occurrences of budget <i>virements</i> among budget units/codes.				X
Some faculties may negatively be affected if the university cut certain allocated budget.				X
Reducing funding on learning materials				X
Cutting of university staff training and development budget				X
The current levels of merit awards are not affordable and sustainable				X
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc				X
Replacement of beds and stoves at residence might be postponed to cut cost in the short term				X
Reduction of municipality services in some faculties to lower municipality rates				X
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding				X
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing				X
The university has cut cost on attending academics conferences				X

PART C:

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SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university		X		
Operating results indicate the university is living within available resources		X		
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements		X		
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni		X		
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)		X		
The university is in partnership with different stakeholders to gain more funding		X		
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.		X		
The university has put more focus on international students' intake as the fee-free campaign does not cover them		X		
Alternative sources of funding have been identified by the university and pursued		X		
To be sustainable in the long run, the university has to find ways of generating their own income.		X		

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male
Female

<input checked="" type="checkbox"/>	Administrator
<input type="checkbox"/>	Financial Manager
<input type="checkbox"/>	Accountant
<input type="checkbox"/>	Other specify

Below 10 years	<input checked="" type="checkbox"/>
10 - 20 years	<input type="checkbox"/>
21 - 30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF

SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire **COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL** **MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE**

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	SA	A	D	SD
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The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

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Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

SA	A	D	SD	
	X			Insufficient funds to recruits tutors for teaching and learning support
	X			Insufficient funds allocated for refreshments during meetings held by the university staffs
	X			Increased occurrences of budget <i>virements</i> among budget units/codes.
	X			Some faculties may negatively be affected if the university cut certain allocated budget.
	X			Reducing funding on learning materials
	X			Cutting of university staff training and development budget
	X			The current levels of merit awards are not affordable and sustainable
	X			Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc
	X			Replacement of beds and stoves at residence might be postponed to cut cost in the short term
	X			Reduction of municipality services in some faculties to lower municipality rates
	X			Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding
	X			The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing
	X			The university has cut cost on attending academics conferences

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university				X
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male	Female
	

Administrators	[]
Financial Manager	[]
Accountant	<input checked="" type="checkbox"/>
Other specify	[]

Below 10 years	<input type="checkbox"/>
10 - 20 years	<input checked="" type="checkbox"/>
21 - 30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)	<input checked="" type="checkbox"/>			
The university has to scrutinise budgets for other opportunities to reduce variable costs	<input checked="" type="checkbox"/>			
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
The university had to cut down on operational expenditure	<input checked="" type="checkbox"/>			
The university forced to cut down on capital expenditure (Capex)	<input checked="" type="checkbox"/>			
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures	<input checked="" type="checkbox"/>			
The university is forced to cut down on student support expenditure	<input checked="" type="checkbox"/>			

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support				
Insufficient funds allocated for refreshments during meetings held by the university staffs				
Increased occurrences of budget <i>virements</i> among budget units/codes.				
Some faculties may negatively be affected if the university cut certain allocated budget.				
Reducing funding on learning materials				
Cutting of university staff training and development budget				
The current levels of merit awards are not affordable and sustainable				
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc				
Replacement of beds and stoves at residence might be postponed to cut cost in the short term				
Reduction of municipality services in some faculties to lower municipality rates				
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding				
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing				
The university has cut cost on attending academics conferences				

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			<input checked="" type="checkbox"/>	
Operating results indicate the university is living within available resources			<input checked="" type="checkbox"/>	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			<input checked="" type="checkbox"/>	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			<input checked="" type="checkbox"/>	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			<input checked="" type="checkbox"/>	
The university is in partnership with different stakeholders to gain more funding			<input checked="" type="checkbox"/>	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			<input checked="" type="checkbox"/>	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			<input checked="" type="checkbox"/>	
Alternative sources of funding have been identified by the university and pursued			<input checked="" type="checkbox"/>	
To be sustainable in the long run, the university has to find ways of generating their own income.			<input checked="" type="checkbox"/>	

[illegible]

Give instruction..Tick the box or place a tick or X where applicable, or something.

Male
Female

Administrator	<input checked="" type="checkbox"/>
Financial Manager	<input type="checkbox"/>
Accountant	<input type="checkbox"/>
Other specify	<input type="checkbox"/>

Below 10 years	[]
10 - 20 years	[]
21 - 30 years	[]
30 years and above	[]

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in STRICT CONFIDENCE. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs			X	
The university had to cut down on operational expenditure				
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure			X	

Strategies that are in place to mitigate the challenges emanating from fee-free education

SA=strongly agree A=Agree D=Disagree SD=strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.	X			
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable			X	
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc			X	
Replacement of beds and stoves at residence might be postponed to cut cost in the short term			X	
Reduction of municipality services in some faculties to lower municipality rates	X			
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	X			
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	X			
The university has cut cost on attending academics conferences	X			

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university		X		
Operating results indicate the university is living within available resources		X		
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements		X		
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni		X		
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)		X		
The university is in partnership with different stakeholders to gain more funding		X		
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.		X		
The university has put more focus on international students' intake as the fee-free campaign does not cover them		X		
Alternative sources of funding have been identified by the university and pursued		X		
To be sustainable in the long run, the university has to find ways of generating their own income.		X		

Arb Comm End

	Male	Female
1	1	1
2	1	1
3	1	1
4	1	1
5	1	1
6	1	1
7	1	1
8	1	1
9	1	1
10	1	1
11	1	1
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86	1	1
87	1	1
88	1	1
89	1	1
90	1	1
91	1	1
92	1	1
93	1	1
94	1	1
95	1	1
96	1	1
97	1	1
98	1	1
99	1	1
100	1	1

<input type="checkbox"/>	Administrator
<input checked="" type="checkbox"/>	Financial Manager
<input type="checkbox"/>	Accountant
<input type="checkbox"/>	Other specify

Below 10 years	[]
10 -20 years	[X]
21 -30 years	[]
30 years and above	[]

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

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Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

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Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD
	X		
Stringent costs cutting measures had to be put in place to control cost (overall university spending)			
	X		
The university has to scrutinise budgets for other opportunities to reduce variable costs			
	X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs			
	X		
The university had to cut down on operational expenditure			
	X		
The university forced to cut down on capital expenditure (Capex)			
	X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures			
	X		
The university is forced to cut down on student support expenditure			
	X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

SA	A	D	SD	Insufficient funds to recruits tutors for teaching and learning support					
				Insufficient funds allocated for refreshments during meetings held by the university staffs				X	
				Increased occurrences of budget <i>virements</i> among budget units/codes.				X	
				Some faculties may negatively be affected if the university cut certain allocated budget.					X
				Reducing funding on learning materials			X		
				Cutting of university staff training and development budget			X		
				The current levels of merit awards are not affordable and sustainable			X		
				Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc				X	
				Replacement of beds and stoves at residence might be postponed to cut cost in the short term			X		
				Reduction of municipality services in some faculties to lower municipality rates			X		
				Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding			X		
				The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing			X		
				The university has cut cost on attending academics conferences			X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD	Resources are sufficient and flexible enough to support the strategic objectives of the university
					Operating results indicate the university is living within available resources
					The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements
					The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni
					The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)
					The university is in partnership with different stakeholders to gain more funding
					The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.
					The university has put more focus on international students' intake as the fee-free campaign does not cover them
					Alternative sources of funding have been identified by the university and pursued
					To be sustainable in the long run, the university has to find ways of generating their own income.

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

	Male	Female
[]		
[X]		

Administrator	[]
Financial Manager	[]
Accountant	[]
Other specify	<input checked="" type="checkbox"/>

Below 10 years	[]
10-20 years	[]
21-30 years	<input checked="" type="checkbox"/> []
30 years and above	[]

Thank you for your time and cooperation

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

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CO-SUPERVISOR : DR OH. BENEDICT

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)			✓	
The university has to scrutinise budgets for other opportunities to reduce variable costs			✓	
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs			✓	
The university had to cut down on operational expenditure			✓	
The university forced to cut down on capital expenditure (Capex)			✓	
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures			✓	
The university is forced to cut down on student support expenditure			✓	

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

SA	A	D	SD	Insufficient funds to recruits tutors for teaching and learning support	✓			
SA	A	D	SD	Insufficient funds allocated for refreshments during meetings held by the university staffs	✓			
SA	A	D	SD	Increased occurrences of budget <i>virements</i> among budget units/codes.	✓			
SA	A	D	SD	Some faculties may negatively be affected if the university cut certain allocated budget.	✓			
SA	A	D	SD	Reducing funding on learning materials	✓			
SA	A	D	SD	Cutting of university staff training and development budget	✓			
SA	A	D	SD	The current levels of merit awards are not affordable and sustainable	✓			
SA	A	D	SD	Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc	✓			
SA	A	D	SD	Replacement of beds and stoves at residence might be postponed to cut cost in the short term	✓			
SA	A	D	SD	Reduction of municipality services in some faculties to lower municipality rates	✓			
SA	A	D	SD	Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	✓			
SA	A	D	SD	The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	✓			
SA	A	D	SD	The university has cut cost on attending academics conferences	✓			

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

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SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			✓	
Operating results indicate the university is living within available resources			✓	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			✓	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			✓	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			✓	
The university is in partnership with different stakeholders to gain more funding			✓	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			✓	
The university has put more focus on international students' intake as the fee-free campaign does not cover them		✓		
Alternative sources of funding have been identified by the university and pursued				✓
To be sustainable in the long run, the university has to find ways of generating their own income.	✓			

A series of horizontal lines, each composed of a sequence of small, irregular, black, dot-like shapes, resembling a barcode or a stylized representation of a signal. The lines are arranged in a regular, repeating pattern across the page.

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male	<input type="checkbox"/>
Female	<input checked="" type="checkbox"/>

Administrator	<input checked="" type="checkbox"/>
Financial Manager	<input type="checkbox"/>
Accountant	<input type="checkbox"/>
Other specify	<input type="checkbox"/>

Below 10 years	[]
10 - 20 years	[]
21 - 30 years	[]
30 years and above	[]

Thank you for your time and cooperation



Cape Peninsula
University of Technology

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SURNAME : DUTYWA

STUDENT NO : 213141698

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(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

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SA	A	D	SD	
	X			Stringent costs cutting measures had to be put in place to control cost (overall university spending)
	X			The university has to scrutinise budgets for other opportunities to reduce variable costs
	X			The university was forced to scrutinise budgets for other opportunities to minimise fixed costs
	X			The university had to cut down on operational expenditure
	X			The university forced to cut down on capital expenditure (Capex)
	X			There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures
	X			The university is forced to cut down on student support expenditure

PART B:

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SA= strongly agree A= Agree D= Disagree SD= strongly disagree

SA	A	D	SD	Insufficient funds to recruits tutors for teaching and learning support	X			
				Insufficient funds allocated for refreshments during meetings held by the university staffs	X			
				Increased occurrences of budget <i>virements</i> among budget units/codes.	X			
				Some faculties may negatively be affected if the university cut certain allocated budget.	X			
				Reducing funding on learning materials	X			
				Cutting of university staff training and development budget	X			
				The current levels of merit awards are not affordable and sustainable	X			
				Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc	X			
				Replacement of beds and stoves at residence might be postponed to cut cost in the short term	X			
				Reduction of municipality services in some faculties to lower municipality rates	X			
				Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	X			
				The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	X			
				The university has cut cost on attending academics conferences	X			

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SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD	Resources are sufficient and flexible enough to support the strategic objectives of the university	X			
				Operating results indicate the university is living within available resources	X			
				The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements	X			
				The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni	Y			
				The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)	X			
				The university is in partnership with different stakeholders to gain more funding	X			
				The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.	Y			
				The university has put more focus on international students' intake as the fee-free campaign does not cover them	X			
				Alternative sources of funding have been identified by the university and pursued	X			
				To be sustainable in the long run, the university has to find ways of generating their own income.	X			

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

	Male	Female
<input type="checkbox"/>		
<input checked="" type="checkbox"/>		
<input type="checkbox"/>		

4	Other specify
[]	Accountant
[]	Financial Manager
[]	Administrator

Below 10 years	[]
10 - 20 years	[]
21 - 30 years	[]
30 years and above	<input checked="" type="checkbox"/> []

Thank you for your time and cooperation



NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF

SELECTED UNIVERSITIES IN WESTERN CAPE

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

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PART A: SPECIFIC QUESTION TO RESEARCH

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Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

SA	A	D	SD
	X		
Stringent costs cutting measures had to be put in place to control cost (overall university spending)			
	X		
The university has to scrutinise budgets for other opportunities to reduce variable costs			
	X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs			
	X		
The university had to cut down on operational expenditure			
	X		
The university forced to cut down on capital expenditure (Capex)			
	X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures			
	X		
The university is forced to cut down on student support expenditure			
	X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

SA	A	D	SD	Insufficient funds to recruits tutors for teaching and learning support	X			
				Insufficient funds allocated for refreshments during meetings held by the university staffs	X			
				Increased occurrences of budget <i>virements</i> among budget units/codes.	X			
				Some faculties may negatively be affected if the university cut certain allocated budget.	X			
				Reducing funding on learning materials	X			
				Cutting of university staff training and development budget	X			
				The current levels of merit awards are not affordable and sustainable	X			
				Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc	X			
				Replacement of beds and stoves at residence might be postponed to cut cost in the short term	X			
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				The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	X			
				The university has cut cost on attending academics conferences	X			

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male	Female
<input checked="" type="checkbox"/>	<input type="checkbox"/>

Administrator	[]
Financial Manager	[]
Accountant	[]
Other specify	[X]

Below 10 years	<input type="checkbox"/>
10 -20 years	<input checked="" type="checkbox"/>
21 -30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

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STUDENT NO : 213141698

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SA	A	D	SD	Stringent costs cutting measures had to be put in place to control cost (overall university spending)	X			
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				The university was forced to scrutinise budgets for other opportunities to minimise fixed costs	X			
				The university had to cut down on operational expenditure	X			
				The university forced to cut down on capital expenditure (Capex)	X			
				There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures	X			
				The university is forced to cut down on student support expenditure	X			

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

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Insufficient funds allocated for refreshments during meetings held by the university staffs	X			
Increased occurrences of budget <i>virements</i> among budget units/codes.	X			
Some faculties may negatively be affected if the university cut certain allocated budget.	X			
Reducing funding on learning materials	X			
Cutting of university staff training and development budget	X			
The current levels of merit awards are not affordable and sustainable	X			
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc	X			
Replacement of beds and stoves at residence might be postponed to cut cost in the short term	X			
Reduction of municipality services in some faculties to lower municipality rates	X			
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	X			
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	X			
The university has cut cost on attending academics conferences	X			

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Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

[illegible]

1. What is your gender?

Male	<input checked="" type="checkbox"/>
Female	<input type="checkbox"/>

Administrators	[]
Financial Manager	[]
Accountant	[]
Other specify	<input checked="" type="checkbox"/>

Below 10 years	<input type="checkbox"/>
10-20 years	<input checked="" type="checkbox"/>
21-30 years	<input type="checkbox"/>
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Thank you for your time and cooperation



Cape Peninsula
University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
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(SURVEY QUESTIONNAIRES)

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Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
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The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				X
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Alternative sources of funding have been identified by the university and pursued				X
To be sustainable in the long run, the university has to find ways of generating their own income.				X

[illegible]

Give instruction..Tick the box or place a tick or X where applicable, or something.

	Male	Female
		

<input type="checkbox"/>	Administrator	<input type="checkbox"/>
<input type="checkbox"/>	Financial Manager	<input type="checkbox"/>
<input type="checkbox"/>	Accountant	<input type="checkbox"/>
<input checked="" type="checkbox"/>	Other specify	<input type="checkbox"/>

Below 10 years	<input type="checkbox"/>
10 - 20 years	<input checked="" type="checkbox"/>
21 - 30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



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SURNAME : DUTYWA

STUDENT NO : 213141698

TITLE : COST IMPLICATIONS OF

FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF

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(SURVEY QUESTIONNAIRES)

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CO-SUPERVISOR : DR OH. BENEDICT

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To be sustainable in the long run, the university has to find ways of generating their own income.			X	

This image shows a full page of a document template. It consists of a series of evenly spaced, horizontal grey lines running across the width of the page. The lines are thin and light in color, providing a guide for writing without being distracting. There are no margins, text, or other markings present on the page.

Give instruction...Tick the box or place a tick or X where applicable, or something.

	Male	Female
[]		
[X]		

<input type="checkbox"/>	Administrator
<input type="checkbox"/>	Financial Manager
<input checked="" type="checkbox"/>	Accountant
<input type="checkbox"/>	Other specify

Below 10 years ☐
10 - 20 years ☒
21 - 30 years ☐
30 years and above ☐

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				To be sustainable in the long run, the university has to find ways of generating their own income.	X			

This image shows a full page of primary-ruled notebook paper. It features ten horizontal rows. Each row is defined by two parallel solid lines forming the margins, with a dashed midline for writing. The paper is white, and the lines are black. There are no markings, text, or illustrations on the page.

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male	<input type="checkbox"/>
Female	<input checked="" type="checkbox"/>

Administrator	[]
Financial Manager	[]
Accountant	[]
Other specify	[X]

Below 10 years ☐
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.....

Give instruction..Tick the box or place a tick or X where applicable, or something.

	Male	Female
[]		
[X]		

Administrators	[]
Financial Manager	[]
Accountant	[]
Other specify	[X]

Below 10 years	<input type="checkbox"/>
10 -20 years	<input checked="" type="checkbox"/>
21 -30 years	<input type="checkbox"/>
30 years and above	<input type="checkbox"/>

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in **STRICT CONFIDENCE**. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of **1 to 4** (where **1 = strongly agree**; **2 = agree**; **3 = disagree**; **4 = strongly disagree**) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		<input checked="" type="checkbox"/>		
The university has to scrutinise budgets for other opportunities to reduce variable costs		<input checked="" type="checkbox"/>		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		<input checked="" type="checkbox"/>		
The university had to cut down on operational expenditure		<input checked="" type="checkbox"/>		
The university forced to cut down on capital expenditure (Capex)				
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures			<input checked="" type="checkbox"/>	
The university is forced to cut down on student support expenditure			<input checked="" type="checkbox"/>	

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		x		
Insufficient funds allocated for refreshments during meetings held by the university staffs		x		
Increased occurrences of budget virements among budget units/codes.		x		
Some faculties may negatively be affected if the university cut certain allocated budget.	x			
Reducing funding on learning materials	x			
Cutting of university staff training and development budget	x			
The current levels of merit awards are not affordable and sustainable	x			
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc	x			
Replacement of beds and stoves at residence might be postponed to cut cost in the short term	x			
Reduction of municipality services in some faculties to lower municipality rates	x			
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	x			
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		x		
The university has cut cost on attending academics conferences		x		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			α	
Operating results indicate the university is living within available resources			α	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			α	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			α	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			α	
The university is in partnership with different stakeholders to gain more funding			α	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			α	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			α	
Alternative sources of funding have been identified by the university and pursued			α	
To be sustainable in the long run, the university has to find ways of generating their own income.			α	

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☐

Financial Manager ☒

Accountant ☐

Other specify ☐

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☒

21 -30 years ☐

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
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(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		✓		
The university has to scrutinise budgets for other opportunities to reduce variable costs		✓		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		✓		
The university had to cut down on operational expenditure		✓		
The university forced to cut down on capital expenditure (Capex)		✓		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		✓		
The university is forced to cut down on student support expenditure		✓		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		✓		
Insufficient funds allocated for refreshments during meetings held by the university staffs		✓		
Increased occurrences of budget <i>virements</i> among budget units/codes.		✓		
Some faculties may negatively be affected if the university cut certain allocated budget.		✓		
Reducing funding on learning materials		✓		
Cutting of university staff training and development budget		✓		
The current levels of merit awards are not affordable and sustainable		✓		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		✓		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		✓		
Reduction of municipality services in some faculties to lower municipality rates		✓		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		✓		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		✓		
The university has cut cost on attending academics conferences		✓		

PART B:

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SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support				X
Insufficient funds allocated for refreshments during meetings held by the university staffs				X
Increased occurrences of budget virements among budget units/codes.				X
Some faculties may negatively be affected if the university cut certain allocated budget.				X
Reducing funding on learning materials				X
Cutting of university staff training and development budget				X
The current levels of merit awards are not affordable and sustainable			X	
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc			X	
Replacement of beds and stoves at residence might be postponed to cut cost in the short term				X
Reduction of municipality services in some faculties to lower municipality rates				X
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding				X
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing			X	
The university has cut cost on attending academics conferences			X	

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

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SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university		X		
Operating results indicate the university is living within available resources		X		
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements		X		
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni		X		
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)		X		
The university is in partnership with different stakeholders to gain more funding		X		
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.		X		
The university has put more focus on international students' intake as the fee-free campaign does not cover them		X		
Alternative sources of funding have been identified by the university and pursued		X		
To be sustainable in the long run, the university has to find ways of generating their own income.		X		

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☒

Financial Manager ☐

Accountant ☐

Other specify ☐

3. What is the Length of time you have worked with the institution?

Below 10 years ☒

10 -20 years ☐

21 -30 years ☐

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university				X
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male ☐

Female ☒

Administrator ☐
 Financial Manager ☐
 Accountant ☒
 Other specify ☐

Below 10 years ☐
 10 -20 years ☒
 21 -30 years ☐
 30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

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(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

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	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)	✓			
The university has to scrutinise budgets for other opportunities to reduce variable costs	✓			
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs	✓	✓	✓	✓
The university had to cut down on operational expenditure	✓			
The university forced to cut down on capital expenditure (Capex)	✓			
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures	✓			
The university is forced to cut down on student support expenditure	✓			

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		✓		
Insufficient funds allocated for refreshments during meetings held by the university staffs		✓		
Increased occurrences of budget <i>virements</i> among budget units/codes.		✓		
Some faculties may negatively be affected if the university cut certain allocated budget.		✓		
Reducing funding on learning materials		✓		
Cutting of university staff training and development budget		✓		
The current levels of merit awards are not affordable and sustainable		✓		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		✓		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		✓		
Reduction of municipality services in some faculties to lower municipality rates		✓		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		✓		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		✓		
The university has cut cost on attending academics conferences		✓		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

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	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			✓	
Operating results indicate the university is living within available resources			✓	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			✓	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			✓	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			✓	
The university is in partnership with different stakeholders to gain more funding			✓	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			✓	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			✓	
Alternative sources of funding have been identified by the university and pursued			✓	
To be sustainable in the long run, the university has to find ways of generating their own income.			✓	

[illegible]

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male ☐
Female ☒

Administrator ☐
 Financial Manager ☒
 Accountant ☐
 Other specify ☐

Below 10 years ☐

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Thank you for your time and cooperation



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	SA	A	D	SD
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The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs			X	
The university had to cut down on operational expenditure				
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure			X	

PART B:

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SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
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Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.	X			
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable			X	
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc			X	
Replacement of beds and stoves at residence might be postponed to cut cost in the short term			X	
Reduction of municipality services in some faculties to lower municipality rates	X			
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	X			
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Alternative sources of funding have been identified by the university and pursued		X		
To be sustainable in the long run, the university has to find ways of generating their own income.		X		

No Comment

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male ☒
Female ☐

Administrator	[]
Financial Manager	[x]
Accountant	[]
Other specify	[]

Below 10 years []
 10 -20 years [X]
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The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
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Some faculties may negatively be affected if the university cut certain allocated budget.				✓
Reducing funding on learning materials		✓		
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The current levels of merit awards are not affordable and sustainable		✓		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		✓		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term	✓			
Reduction of municipality services in some faculties to lower municipality rates	✓			
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	✓			
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	✓			
The university has cut cost on attending academics conferences	✓			

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university				X
Operating results indicate the university is living within available resources				X
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements				X
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni				X
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)				X
The university is in partnership with different stakeholders to gain more funding				X
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				X
The university has put more focus on international students' intake as the fee-free campaign does not cover them				X
Alternative sources of funding have been identified by the university and pursued				X
To be sustainable in the long run, the university has to find ways of generating their own income.				X

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☐

Financial Manager ☐

Accountant ☐

Other specify ☒

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☐

21 -30 years ☒

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

All responses will be treated in **STRICT CONFIDENCE**. Your participation is greatly appreciated.

Please answer all the questions by ticking or writing in the appropriate spaces provided.

PART A: SPECIFIC QUESTION TO RESEARCH

How has the introduction of fee-free education affected your university in terms of budget allocation...?

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)			✓	
The university has to scrutinise budgets for other opportunities to reduce variable costs			✓	
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs			✓	
The university had to cut down on operational expenditure			✓	
The university forced to cut down on capital expenditure (Capex)			✓	
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures			✓	
The university is forced to cut down on student support expenditure			✓	

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support	✓			
Insufficient funds allocated for refreshments during meetings held by the university staffs	✓			
Increased occurrences of budget virements among budget units/codes.	✓			
Some faculties may negatively be affected if the university cut certain allocated budget.	✓			
Reducing funding on learning materials	✓			
Cutting of university staff training and development budget	✓			
The current levels of merit awards are not affordable and sustainable	✓			
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc	✓			
Replacement of beds and stoves at residence might be postponed to cut cost in the short term	✓			
Reduction of municipality services in some faculties to lower municipality rates	✓			
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	✓			
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	✓			
The university has cut cost on attending academics conferences	✓			

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

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	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			✓	
Operating results indicate the university is living within available resources			✓	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements				✓
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni				✓
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			✓	
The university is in partnership with different stakeholders to gain more funding				✓
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				✓
The university has put more focus on international students' intake as the fee-free campaign does not cover them	✓			
Alternative sources of funding have been identified by the university and pursued				✓
To be sustainable in the long run, the university has to find ways of generating their own income.	✓			

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☒

Financial Manager ☐

Accountant ☐

Other specify ☐

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21 -30 years ☐

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

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PART A: SPECIFIC QUESTION TO RESEARCH

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university	X			
Operating results indicate the university is living within available resources	X			
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements	X			
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni	✓			
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)	X			
The university is in partnership with different stakeholders to gain more funding	X			
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.	✓			
The university has put more focus on international students' intake as the fee-free campaign does not cover them	X			
Alternative sources of funding have been identified by the university and pursued	X			
To be sustainable in the long run, the university has to find ways of generating their own income.	X			

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☐

Financial Manager ☐

Accountant ☐

Other specify ☒

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10 -20 years ☐

21 -30 years ☐

30 years and above ☒

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

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PART A: SPECIFIC QUESTION TO RESEARCH

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	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs	X			
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs	X			
The university had to cut down on operational expenditure	X			
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support	X			
Insufficient funds allocated for refreshments during meetings held by the university staffs	X			
Increased occurrences of budget <i>virements</i> among budget units/codes.	X			
Some faculties may negatively be affected if the university cut certain allocated budget.	X			
Reducing funding on learning materials	X			
Cutting of university staff training and development budget	X			
The current levels of merit awards are not affordable and sustainable	X			
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc	X			
Replacement of beds and stoves at residence might be postponed to cut cost in the short term	X			
Reduction of municipality services in some faculties to lower municipality rates	X			
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	X			
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	X			
The university has cut cost on attending academics conferences	X			

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
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The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☒

Female ☐

2. What is your functional position?

Administrator ☐

Financial Manager ☐

Accountant ☐

Other specify ☒

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☒

21 -30 years ☐

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

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The university was forced to scrutinise budgets for other opportunities to minimise fixed costs	X			
The university had to cut down on operational expenditure	X			
The university forced to cut down on capital expenditure (Capex)	X			
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures	X			
The university is forced to cut down on student support expenditure	X			

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

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	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support	X			
Insufficient funds allocated for refreshments during meetings held by the university staffs	X			
Increased occurrences of budget virements among budget units/codes.	X			
Some faculties may negatively be affected if the university cut certain allocated budget.	X			
Reducing funding on learning materials	X			
Cutting of university staff training and development budget	X			
The current levels of merit awards are not affordable and sustainable	X			
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc	X			
Replacement of beds and stoves at residence might be postponed to cut cost in the short term	X			
Reduction of municipality services in some faculties to lower municipality rates	X			
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	X			
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	X			
The university has cut cost on attending academics conferences	X			

PART C:

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Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
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The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☒
Female ☐

2. What is your functional position?

Administrator ☐
Financial Manager ☐
Accountant ☐
Other specify ☒

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10 -20 years ☒
21 -30 years ☐
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Cape Peninsula University of Technology

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(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

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The university is in partnership with different stakeholders to gain more funding				X
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				X
The university has put more focus on international students' intake as the fee-free campaign does not cover them				X
Alternative sources of funding have been identified by the university and pursued				X
To be sustainable in the long run, the university has to find ways of generating their own income.				X

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

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Cape Peninsula University of Technology

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(SURVEY QUESTIONNAIRES)

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CO-SUPERVISOR : DR OH. BENEDICT

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs		X		
The university had to cut down on operational expenditure		X		
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Give instruction...Tick the box or place a tick or X where applicable, or something.

Male ☐

Female ☒

Administrator ☐

Financial Manager ☐

Accountant ☒

Other specify ☐

Below 10 years ☐

10 -20 years ☒

21 -30 years ☐

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

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PART A: SPECIFIC QUESTION TO RESEARCH

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Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs		X		
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The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support		X		
Insufficient funds allocated for refreshments during meetings held by the university staffs		X		
Increased occurrences of budget <i>virements</i> among budget units/codes.		X		
Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
The current levels of merit awards are not affordable and sustainable		X		
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc		X		
Replacement of beds and stoves at residence might be postponed to cut cost in the short term		X		
Reduction of municipality services in some faculties to lower municipality rates		X		
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding		X		
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing		X		
The university has cut cost on attending academics conferences		X		

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

SA= Strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Resources are sufficient and flexible enough to support the strategic objectives of the university	X			
Operating results indicate the university is living within available resources	X			
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements	X			
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni	✓			
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)	X			
The university is in partnership with different stakeholders to gain more funding	X			
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.	✓			
The university has put more focus on international students' intake as the fee-free campaign does not cover them	X			
Alternative sources of funding have been identified by the university and pursued	X			
To be sustainable in the long run, the university has to find ways of generating their own income.	X			

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

Administrator ☐

Financial Manager ☐

Accountant ☐

Other specify ☒

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☐

21 -30 years ☐

30 years and above ☒

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

**TITLE : COST IMPLICATIONS OF
FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

COST IMPLICATIONS OF FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF SELECTED UNIVERSITIES IN WESTERN CAPE

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PART A: SPECIFIC QUESTION TO RESEARCH

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Using a rating scale of 1 to 4 (**where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree**) please indicate your level of agreement to the following statements on university budget allocations due to fee free education

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	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)		X		
The university has to scrutinise budgets for other opportunities to reduce variable costs	X			
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs	X			
The university had to cut down on operational expenditure	X			
The university forced to cut down on capital expenditure (Capex)		X		
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures		X		
The university is forced to cut down on student support expenditure		X		

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support	X			
Insufficient funds allocated for refreshments during meetings held by the university staffs	X			
Increased occurrences of budget <i>virements</i> among budget units/codes.	X			
Some faculties may negatively be affected if the university cut certain allocated budget.	X			
Reducing funding on learning materials	X			
Cutting of university staff training and development budget	X			
The current levels of merit awards are not affordable and sustainable	X			
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc	X			
Replacement of beds and stoves at residence might be postponed to cut cost in the short term	X			
Reduction of municipality services in some faculties to lower municipality rates	X			
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	X			
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	X			
The university has cut cost on attending academics conferences	X			

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

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Resources are sufficient and flexible enough to support the strategic objectives of the university			X	
Operating results indicate the university is living within available resources			X	
The university have adequate resources and access to sufficient funds to meet current and future operating and capital requirements			X	
The university have the largest endowment funds in the world and a substantial part of it is contributed by the alumni			X	
The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)			X	
The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☒

Female ☐

2. What is your functional position?

Administrator ☐

Financial Manager ☐

Accountant ☐

Other specify ☒

3. What is the Length of time you have worked with the institution?

Below 10 years ☐

10 -20 years ☒

21 -30 years ☐

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

SURNAME : DUTYWA

STUDENT NO : 213141698

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SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

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SA= strongly agree A= Agree D= Disagree SD= Strongly disagree

	SA	A	D	SD
Stringent costs cutting measures had to be put in place to control cost (overall university spending)	X			
The university has to scrutinise budgets for other opportunities to reduce variable costs	X			
The university was forced to scrutinise budgets for other opportunities to minimise fixed costs	X			
The university had to cut down on operational expenditure	X			
The university forced to cut down on capital expenditure (Capex)	X			
There is general communication from the top management to the middle management (and departments) about an imminent cost cutting measures	X			
The university is forced to cut down on student support expenditure	X			

PART B:

Strategies that are in place to mitigate the challenges emanating from fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the challenges that emanate as a result of the fee free education campaign

SA= strongly agree A= Agree D= Disagree SD= strongly disagree

	SA	A	D	SD
Insufficient funds to recruits tutors for teaching and learning support	X			
Insufficient funds allocated for refreshments during meetings held by the university staffs	X			
Increased occurrences of budget virements among budget units/codes.	X			
Some faculties may negatively be affected if the university cut certain allocated budget.	X			
Reducing funding on learning materials	X			
Cutting of university staff training and development budget	X			
The current levels of merit awards are not affordable and sustainable	X			
Reduction of non-essential capital expenditure, such as requests for office make-overs (replacement of old but serviceable furniture & equipment), catering costs, travel costs etc	X			
Replacement of beds and stoves at residence might be postponed to cut cost in the short term	X			
Reduction of municipality services in some faculties to lower municipality rates	X			
Pressure on universities to admit more qualifying students, exceeding the recommended student lecturer ratio, thus resulting in potential overcrowding	X			
The cost of fixing the buildings that were touched or vandalized by students during fees must fall has led the university to abandoned those building due to high costs of fixing	X			
The university has cut cost on attending academics conferences	X			

PART C:

Alternative revenue sources will be (or are being) used by universities to cover up shortage of funding fee-free education

Using a rating scale of 1 to 4 (where 1 = strongly agree; 2 = agree; 3 = disagree; 4 = strongly disagree) please indicate the importance of the statement on the alternative revenue resources: -

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The university is in partnership with different stakeholders to gain more funding			X	
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.			X	
The university has put more focus on international students' intake as the fee-free campaign does not cover them			X	
Alternative sources of funding have been identified by the university and pursued			X	
To be sustainable in the long run, the university has to find ways of generating their own income.			X	

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

Give instruction...Tick the box or place a tick or X where applicable, or something.

1. What is your gender?

Male ☒

Female ☐

2. What is your functional position?

Administrator ☐

Financial Manager ☐

Accountant ☐

Other specify ☒

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21 -30 years ☐

30 years and above ☐

Thank you for your time and cooperation



Cape Peninsula University of Technology

NAME : SIYASANGA

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STUDENT NO : 213141698

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FEE-FREE EDUCATION ON THE FINANCIAL MANAGEMENT OF
SELECTED UNIVERSITIES IN WESTERN CAPE**

(SURVEY QUESTIONNAIRES)

SUPERVISOR : PROF L. OBOKOH

CO-SUPERVISOR : DR OH. BENEDICT

Survey Questionnaire

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Some faculties may negatively be affected if the university cut certain allocated budget.		X		
Reducing funding on learning materials		X		
Cutting of university staff training and development budget		X		
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The university has cut cost on attending academics conferences		X		

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The university is resourceful without fundraisers (alumni donations, corporate sponsorships, research awards, etc.)				X
The university is in partnership with different stakeholders to gain more funding				X
The university has engaged with companies that open new avenues of funding or opportunities to commercialize academic research.				X
The university has put more focus on international students' intake as the fee-free campaign does not cover them				X
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To be sustainable in the long run, the university has to find ways of generating their own income.				X

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

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1. What is your gender?

Male ☐

Female ☒

2. What is your functional position?

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Accountant ☐

Other specify ☒

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10 -20 years ☒

21 -30 years ☐

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Cape Peninsula University of Technology

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(SURVEY QUESTIONNAIRES)

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To be sustainable in the long run, the university has to find ways of generating their own income.			X	

(Any additional comments you would like to provide on cost implication of fee free education)

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GENERAL INFORMATION

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Male ☐

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Accountant ☒

Other specify ☐

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10 -20 years ☒

21 -30 years ☐

30 years and above ☐

Thank you for your time and cooperation