



2018 | ANNUAL REPORT



**UNIVERSITY OF
MPUMALANGA**

Creating Opportunities

UNIVERSITY OF MPUMALANGA VALUES

Excellence

We commit ourselves to uphold the highest standards of excellence in all its actions, functions and services.

Integrity

At all times and in all situations the actions and interactions of the University will be characterised by undeviating honesty, by utmost fairness, caring for one another as fellow human beings, and treating one another with the utmost respect.

Diversity

Diversity is valued and celebrated in unlocking a range of interactions, and enhancing exposure to a wide variety of diverse cultures, backgrounds, views and opinions.

Collaboration

As an engaged institution the University of Mpumalanga will actively seek out opportunities for collaboration with all its stakeholders in maximising the development of human potential and socio-economic development.

Adaptability

We acknowledge our ever changing knowledge contexts, institutional environments, and social situations and therefore the need to promote and foster adaptability.

Relevance

We endorse the need for its academic programmes, research activities, and engagement projects to respond to its context.

Inspiration

We value inspiration that allows and encourages others to be more and do more than what at first seems possible.



Annual Report to the Minister of Higher Education and Training for the Year Ending 31 December 2018

Established in 2013 as one of the first public universities to be established in South Africa since 1994, the University of Mpumalanga (UMP) stands as a symbol of the ambitions of the new South African society.

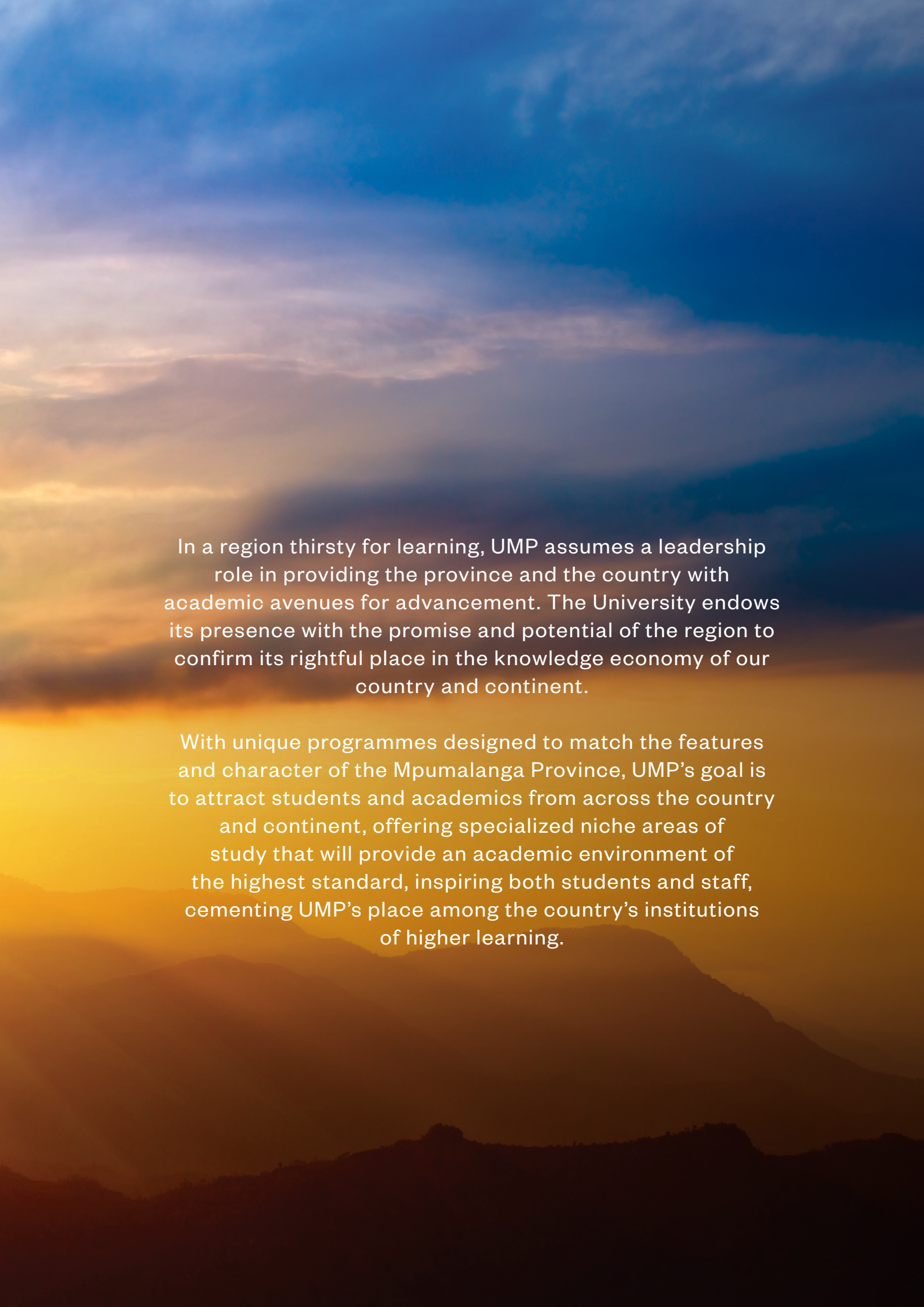
VISION

To be an African University leading in creating opportunities for sustainable development through innovation.

MISSION

To offer high quality educational and training opportunities that foster the holistic development of students through teaching and learning, research and scholarship, and engagement, in collaboration with strategic partners.





In a region thirsty for learning, UMP assumes a leadership role in providing the province and the country with academic avenues for advancement. The University endows its presence with the promise and potential of the region to confirm its rightful place in the knowledge economy of our country and continent.

With unique programmes designed to match the features and character of the Mpumalanga Province, UMP's goal is to attract students and academics from across the country and continent, offering specialized niche areas of study that will provide an academic environment of the highest standard, inspiring both students and staff, cementing UMP's place among the country's institutions of higher learning.

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LIST OF ABBREVIATIONS

APP	-	Annual Performance Plan
ARIGC	-	Audit, Risk and ICT Governance Committee of Council
ARC	-	Agricultural Research Council
B-BBEE	-	Broad-based Black Economic Empowerment
CIO	-	Chief Information Officer
CRC	-	Campus Representative Council
DARDLEA	-	Department of Agriculture, Rural Development and Land and Environmental Affairs
DHET	-	Department of Higher Education and Training
ETDPSETA	-	Education Training and Development Practices Service Seta
EXCO	-	Executive Committee of Council
FPIC	-	Facilities Planning and Infrastructure Committee of Council
GFIC	-	Governance, Finance and Investment Committee of Council
HRC	-	Human Resources Committee of Council
HEMIS	-	Higher Education Management Information System
IF	-	Institutional Forum
ICT	-	Information and Communication and Technologies
ITS	-	Integrated Tertiary System
LLC	-	Living and Learning Community
MANCO	-	Management Committee
MEDUNSA	-	Medical University of South Africa
NC	-	Nomination Committee of Council
NRF	-	National Research Foundation
NU	-	New University
PMT	-	Project Management Team
PQM	-	Programme Qualification Mix
PSC	-	Project Steering Committee
RAA	-	Residence Academic Advisors
RC	-	Research Committee
REMCO	-	Remuneration Committee of Council
SC	-	Strategic Committee of Council
SRC	-	Student Representative Council
TUT	-	Tshwane University of Technology
TIC	-	Technical Integration Committee
T&L	-	Teaching and Learning
TLC	-	Teaching and Learning Committee
UCF	-	University of Central Florida
UMP	-	University of Mpumalanga
UJ	-	University of Johannesburg
Wits	-	University of Witwatersrand
WI	-	Work Integrated Learning

1. INTRODUCTION

The University of Mpumalanga (UMP) was established in 2013 as a comprehensive institution. It has its main campus in Mbombela, and a second campus in Siyabuswa. The Siyabuswa Campus is focusing on the training of teachers for the Foundation Phase. The Lowveld College of Agriculture was incorporated into UMP on 01 January 2015.

UMP as a comprehensive university, provide the opportunity to develop a Programme Qualification Mix (PQM) that balances general and professional oriented education. UMP's comprehensive status allows the University to offer initial qualifications from Higher Certificate, through Diploma to Bachelor's degrees, and postgraduate qualifications up to Doctoral level.

The reporting period, marks the fifth year of existence of the University of Mpumalanga and it provided us with an excellent opportunity to reflect on our successes and areas of development as part of the UMP Pioneering Journey. We are pleased to report that remarkable progress has been made in the core functions of teaching and learning, research and engagement. UMP continued to provide access with success as indicated by the increasing enrolments, high pass rates as well as the increase in the number of academic programmes offered. This is supported by the state-of-the-art new infrastructure facilities, effective and efficient support systems and processes. A number of new policies were approved by Council to ensure the effective governance of the institution.

UMP continued to recruit capable staff to ensure optimal utilisation of human resources. Our recruitment drive in the case of academics has focused both on emerging as well as established academics. We succeeded in recruiting a number of academics with doctoral degrees and were able to increase the percentage of staff with doctoral degrees to 31.7%.

The creation of a vibrant student life remains a priority and students participated in local, national and international events. Two of the highlights include participation of our students in the Abe Bailey Travel Bursary which entailed an educational tour to the United Kingdom from 26 November to 22 December 2018 and a Huawei Seed for the Future Programme in China from 04 to 20 December 2018.

In 2018, a total of 2 471 students enrolled in the twelve academic programmes which were offered. Three of these programmes were offered for the first time in 2018, namely, Bachelor of Arts, Bachelor of Commerce and the Advanced Diploma in Hospitality Management. UMP received accreditation for 8 new qualifications in 2018 to be offered in 2019. They were the following:

- Bachelor of Development Studies (Honours)
- Master of Education in Early Childhood Education
- Master of Agriculture in Agricultural Extension
- Advanced Diploma in Agriculture in Agricultural Production Management
- Advanced Diploma in Agriculture in Post-Harvest Technology
- Bachelor of Science
- Bachelor of Agriculture (Honours) in Agricultural Extension
- Advanced Diploma in Nature Conservation

Preparation for the introduction of the above qualifications commenced in 2018. It is important to note that the majority of these qualifications are at the postgraduate level.

UMP continued with the implementation of the Strategic Plan (UMP Vision 2022) which was approved by Council in 2015. The implementation of the UMP Strategic Plan was complemented by the implementation of the Siyabuswa Campus Strategic Plan which was approved in 2017. Both Strategic Plans were applied as the basis for development of the 2018 Annual Performance Plan. The Executive Management of the institution has played a critical role in monitoring the implementation of the Strategic Plan.

The Annual Report provides a snapshot of the achievements of UMP during 2018.

2. 2018 PERFORMANCE ASSESSMENT REPORT

2.1. INTRODUCTION

The 2018 Performance Assessment Report is informed by the Seven Year Strategic Plan of the institution, UMP Vision 2022, which was approved by Council in July 2015. The process of developing the Annual Performance Plans is informed by the Strategic Plan of the Institution and the Management of Performance Information Policy.

Two Annual Performance Plans (APPs) were developed for the 2018 academic year. The first APP was based on the template provided by the Department of Higher Education and Training (DHET) and was submitted to the Department of Higher Education and Training in December 2017 as per the guidelines from the DHET.

The second APP was developed in alignment with the Strategic Plan of the institution. This APP covers the 8 Activity Areas that are covered by the strategic plan. The two APPs are intended to provide a comprehensive assessment of the performance of the institution.

A detailed analysis of the University's performance in relation to the Annual Performance Plans is presented in **Annexures 2 and 3**.

2.2. PERFORMANCE AGAINST PREDETERMINED OBJECTIVES AS SPECIFIED BY DHET

The Ministerial approved targets for 2018 were divided into four sections: Access, Success, Efficiency and Research Outputs.

Access: The overall enrolment target for 2018 was 2 550 and the actual enrolment was 2 471 which is a deviation of 3%. The target for first time entering students was 1 071 and the actual performance was 1 026 which is a deviation of 4%.

Enrolments in education were slightly above the target and in the other humanities category were 10.5% above the target due to the launch of the Bachelor of Arts in 2018. Enrolments in Science Engineering and Technology (5% below target) and Business/Management (15% below target) were below target which resulted in lower than expected enrolments into the Diploma in Agriculture, the Diploma in Nature Conservation and the Advanced Diploma in Hospitality Management.

Success: The number of graduating students in 2018 was 25% less than the target. This was partly due to an unrealistic target but also as a result of a lower success rate than expected for final year students.

Efficiency: This section covers Instructional/Research professional staff including part time staff headcount of permanent Instructional/Research professional staff; Percentage staff with doctoral degrees; number of nGAP staff and a ratio of Full Time Equivalent (FTE) students to FTE Instructional/Research staff. The target for the Instructional/Research professional staff including part time staff was 115 and the actual was 100, with a deviation of 13% due to delayed recruitment. The number of nGAP staff engaged was on target (9 staff members) and the ratio of FTE students to FTE Instructional/Research staff being 23.7:1 instead of 22.0:1. The percentage staff with Doctoral degrees (30.7%) was on target.

Reasons for these deviations are given in **Annexure 2**.

Research Output: The target for publication units per Instructional/Research Staff was 0.7 and we achieved 0.6 units. Apart from having a large number of academic staff who are developing an appreciation for research and career development due to their background (former staff of Lowveld College of Agriculture), we also have some researchers affiliated to other institutions where they supervise postgraduate students. Their publication units are shared with the other institutions. UMP has not yet enrolled Masters and Doctoral graduates.

In 2018, the Teaching and Research Development Grants were replaced by the University Capacity Development Plan and Grant (UCDP and UCDG). The expenditure against the UCDG has been R12 047 579 which was 20% under expenditure on the grant. This was due to a number of factors including the fact that we were able to use donor funding for certain activities, also that other activities were undertaken by our own staff and that a few activities were postponed to 2019.

The University Capacity Development Plan (UCDP) comprises three projects, each with multiple activities.

Project 1 is Staff Development: Transforming Teaching, Learning and Research: Towards Enhanced Quality, Success and Equity, and includes supporting staff to complete postgraduate studies in their discipline and in teaching and learning, and supports staff to improve their research and teaching and learning through the provision of short courses and workshops.

Project 2 is Student Development: Transforming Teaching, Learning & Research: Towards Enhanced Quality, Success and Equity and focuses on bridging the gap between school and university and supporting students to succeed at the University, and identifying emerging scholars and academics.

The final project is Curriculum Renewal and Transformation: Transforming Teaching, Learning and Research: Towards Enhanced Quality, Success and Equity and focuses on both what is taught (curriculum content) and how it is taught.

For all three projects we were able to achieve the key targets set for 2018 and staff and students benefitted from the implementation of the UCDP.

2.3. PERFORMANCE ASSESSMENT AGAINST THE ANNUAL PERFORMANCE PLAN (INTERNAL)

During 2018, there were a total of 139 implementation measures and 70 objectives in 8 activity areas that formed part of the Annual Performance Plan (Internal). Of these objectives, 133 (95%) were achieved during the reporting period. There was reported over achievement in some of the objectives. There was 100% achievement in four of the Activity Areas with the lowest achievement being 83% as reflected in Table 1.

Seven (5%) of the implementation measures were either partially achieved or not achieved. The reasons for not achieving the implementation measures are provided as well as the catch-up plans.

TABLE 1: SUMMARY OF PERFORMANCE AGAINST THE 2018 APP

Strategic Area	Implementation Measures	Achieved	% Achieved
Governance and Strategic Leadership Management	8	8	100%
Research and Knowledge Generation	21	19	86.4%
Teaching and Learning	17	16	94.1%
Planning and Institutional Support	17	16	94.1%
Quality Student Experience	36	22	100%
Engagement and Partnerships	14	14	100%
Finance	12	10	83.3%
Human Resources	14	14	100%
Total	139		95%

The performance report presented below presents a summary of the performance per each Activity Area. The narrative focuses on the main achievements, implementation measures that were not achieved as well as the catch-up plans. It does not cover all the performance measures that were implemented in each Activity Area. The detailed report is presented in Annexure 3.

Activity Area 1: Governance and Strategic Leadership and Management

Goal: Establish effective and efficient governance and strategic management systems and processes in support of UMP's mandate.

Objectives:

- Develop and implement an effective and efficient multi-campus management model;
- Develop an academic structure in support of UMP's academic mandate;
- Develop an effective framework for ethical and sound governance and management at UMP; and
- Establish systems and processes to ensure regulatory compliance and risk management at all institutional levels.

100% of the objectives were achieved in this activity area.

The major achievements in this activity area were the establishment of the School of Social Sciences and alignment of the membership of Senate, Council and the Institutional Forum with the UMP Statute. The Charters of Council Committees were reviewed and approved by Council. The institutional Risk Register was reviewed and its implementation was monitored and reported in the Risk Management Reports that were submitted quarterly to the Audit, Risk and IT Governance Committee of Council.

Activity Area 2: Research and Knowledge Generation

Goal 1: Create and support an environment that fosters research quality and productivity.

Goal 2: Develop and sustain the research capacity of staff and students.

Goal 3: Conduct research that contributes to local, regional, national and global sustainability.

Objectives:

- Provide an enabling policy and funding framework for research to improve research quality and productivity;
- Promote, recognise and reward research and innovation excellence;
- Increase and diversify external and internal financial resources available to support research-related activities;
- Attract, nurture and develop research potential and talent;
- Provide support to emerging researchers, post-graduate students and postdoctoral fellows to become research active;
- Establish and expand research partnerships, collaborations, networks and linkages nationally and internationally; and
- Identify and develop institutional research themes.

86.4% of the objectives were achieved in this activity area.

The major achievements in this activity area were the establishment of Institutional Research Themes and Sub-themes and the funding that enables researchers to execute projects in the various themes.

Also of note is the increased number of staff with doctoral qualification (31%) whose research outputs have resulted in the submission of the 2018 DHET Research output of 48.59 units which is more than twice the number of units produced in 2017 (21.69 units). The appointment of 4 Postdoctoral Fellows from South African universities and an allocation of one Fellow from the UK under the NRF/DST Newton Fund; completion of doctoral studies by Dr Oswald

Mhlanga and appointment of two NRF rated researchers, Prof Victor Mlambo and Dr Mduduzi Ndlovu, with C3 and Y2 Ratings respectively; NRF support for research projects, internship and positive results on Knowledge Interchange and Collaboration Programme all contributed to the achievements of this Activity Area. Three of the objectives were not achieved due to the student protests that interrupted some training workshops planned for the fourth quarter. The training was then rescheduled for the first quarter of 2019.

Activity Area 3: Teaching and Learning

Goal 1: Develop a PQM and enrolment plan that is appropriate for a multi-campus comprehensive University and that is responsive to our context.

Goal 2: Develop and sustain capacity and ability of staff as educators.

Goal 3: Broaden access to UMP and support access with success.

Objectives:

- Develop an academic plan that will inform, underpin and support all academic activity;
- To conceptualise, develop and launch new qualifications that will both stand alone and support articulation within UMP and between institutions;
- To support the use of diverse modes of programme delivery both within and between campuses;
- To provide formal exposure to the work environment through inclusion of internships and WIL in our qualifications and thus improve employability;
- To provide support through the Programme of Academic Staff Support for Teaching and Learning (PASS for T&L) that includes support for curriculum development, assessment of teaching and learning, and teaching methods;
- To promote, recognise and reward excellence in teaching;
- To attract, nurture and develop academics as reflective practitioners;
- To provide a policy and support for the use of multimedia and ICTs in teaching and learning;
- To accept a range of minimum entrance requirements including Recognition of Prior Learning;
- To provide a scaffolded programme of student support and mentorship; and
- To have a flexible curriculum structure that will promote success and improve completion rates and throughput.

94% of the objectives were achieved in this activity area.

A single objective was not achieved as a result of protest action preventing a workshop from taking place in the 4th quarter. The workshop has been rescheduled for the 1st quarter of 2019.

Highlights of the year include the successful piloting of the Common Module, Mpumalanga in Context in the 1st year of the Bachelor of Development Studies and the Diploma in Nature Conservation. This module, which introduces students to the history, culture, geological and natural history of Mpumalanga and the region, and which introduces students to diverse knowledge traditions, world views and cultural values, including indigenous knowledge, was received positively by the students. The module will be launched in two additional qualifications in 2019.

In 2018 we launched three new qualifications- these being a Bachelor of Arts, Bachelor of Commerce and Advanced Diploma in Hospitality Management.

In terms of development of the University Programme Qualification Mix (PQM) and programme accreditation, the University received accreditation for the Bachelor of Science, Bachelor of Agriculture Honours in Agricultural Extension and Rural Resource Management, Bachelor of Development Studies Honours, Master of Agriculture in Agricultural Extension and Master of Education in Early Childhood Development, and Advanced Diplomas in Agriculture in Post-harvest Technology, Nature Conservation and Agriculture in Agricultural Production Management. These include our first four postgraduate qualifications (two Honours and two Masters) and will bring the total number of qualifications in 2019 to 20.

The Department of Higher Education and Training gave PQM clearance for the Diplomas in Tourism Management and the Culinary Arts, Postgraduate Diplomas in Nature Conservation and Hospitality Management, Bachelor's degrees in Administration, Hospitality Management, Bachelor of Arts in Media, Culture and Communication, Honours degrees in Psychology, Sociology, Economics and Development Economics, and Master of Science and Master of Science in Agriculture.

The University was awarded four New Generation of Academics Programme posts in 2018 in Heritage and Culture, Plant Propagation, Animal Production and Information Communication Technology. We have been able to fill these positions with excellent young aspirant academics who will join the University in January 2019.

Activity Area 4: Planning and Institutional Support

Goal 1: Promote the development and maintenance of iconic infrastructure and facilities.

Goal 2: Establish effective systems and processes in support of integrated planning.

Goal 3: Establish and enhance quality institutional support services.

Objectives:

- Develop systems and processes for new infrastructure development and maintenance of existing infrastructure;
- Provide a multifaceted environment inspiring both social and intellectual exchange in an atmosphere that is unconventional, original and creative;
- Create social spaces for crucial conversations with both internal and external stakeholders;
- Establish an effective integrated planning framework;
- Establish systems and processes for monitoring and evaluation;
- Promote and foster an environment that is conducive to the health, safety and protection of UMP internal and external stakeholders;
- Create and maintain quality estate and facilities informed by the needs of students and staff; and
- Expand ICT Infrastructure to enhance the academic project and support services.

94% of the objectives were successfully achieved.

The renovations of the Administration Foyer and the Kitchenette in the existing Administration Building and the squash courts were successfully completed. Construction of the ICT Building, Hospitality and Tourism Building, the Multipurpose Academic Teaching Building, the Multipurpose Administration Building and the Dining Hall Extensions was completed. In addition, the Electrical Site Infrastructure, the Lower Campus Central Services Chiller and the 2 times 1 MVA additional standby generator were successfully completed. Parking, roads, walkways and landscaping around the various buildings were completed.

Unfortunately, due to protest action the target of completing the following buildings could not be fully achieved, Conference and Wellness Centre Building (82% achievement), the Science Research Facilities Building (62% achievement) and the Residential, Dining and Student Support Building (65% achievement).

A new 3-year SHE Plan was developed and implemented. A 3-year Security Management Plan, derived from the new 3-year security assessment, was developed and implemented.

Phases 1 and 2 of the ICT Infrastructure Upgrade at the Siyabuswa Campus were successfully completed. In addition, the Virtual Private Network link between Siyabuswa and Mbombela Campuses were upgraded by Tertiary Network for Education and Training (TENET). The broadband link was upgraded from 1 Gbps to 10 Gbps.

Activity Area 5: Quality Student Experience

Goal 1: Create an effective and progressive student leadership.

Goal 2: Promote a vibrant and active student life.

Goal 3: Promote the holistic development of students.

Objectives:

- Ensure the existence of functional student leadership structures;
- Provide development programmes for the student leadership structures;
- Promote the adherence and observance of the University policies by student leadership and the student body;
- Promote healthy living and practices for students;
- Ensure the promotion and support for students with disabilities;
- Promote accountable student leadership structures;
- Create effective communication strategies between student leadership and university leadership;
- Ensure the promotion of a sporting culture amongst students in the university;
- Stimulate and sponsor personal development programmes for students;
- Promote and support student life events;
- Support students staying in accredited private accommodation to experience a holistic academic environment;
- Promote academic engagement;
- Promote living and learning activities and programmes in the University;
- Promote the use of shared/common spaces for social and academic purposes; and
- Encourage community engagement and support initiatives by students.

100% of the objectives were achieved in this activity area.

The major achievements included, among others, the holding of successful free and fair SRC and CRC elections which has become common practice at our University; holding the 2018 SRC Investiture which provided the Management of the University an opportunity to lay down the important foundation on the expected relationship and engagement between the University Management and the student leadership; the provision of training and development programmes for the student leadership; holding of effective MANCO/SRC quarterly meetings; the establishment of over 6 new Student Societies; the provision of a vibrant and active student life, as well as the participation of 5 sporting codes in the University Sports South Africa (USSA) tournaments.

The University also provided over 20 personal development workshops to students. The University was able to accredit over 30 private student

accommodation facilities which provided accommodation to students who could not be accommodated in the University's on campus accommodation.

The UMP ENACTUS Team continued its excellent performance again in 2018 and was amongst the 16 Universities that made it to the ENACTUS National Competitions held at the Sandton Convention Centre in July. Our team became the 3rd runner up in the final ranking. Our ENACTUS project, the Hatching Hope Chicken Project, was the overall winner of the NEDBANK Scaling for Impact Challenge Award and also the overall winner of the Harmony Gold Business Solutions for Community Development Award and brought home 5 trophies.

The University continued with the "*Love My Campus*" Campaign, a project that promoted the love of the University by students and staff. The positive impact of the "*Love My Campus*" Campaign has been shown in that even during student protests students never vandalized the University property, facilities and equipment.

Activity Area 6: Engagement and Partnerships

Goal 1: Promote engagement for the public good.

Goal 2: Develop and sustain beneficial local, regional, national and international partnerships that contribute to a sustainable future.

Goal 3: Promote, develop and sustain the recognition of engagement as one of the core missions of the UMP.

Objectives:

- Promote opportunities for engagement with external stakeholders;
- Promote social awareness and responsible citizenship among staff and students;
- Promote and advance public intellectual engagement;
- Participate in partnerships with relevant stakeholders (schools, TVET Colleges, HEIs other education and training providers, business and industry, professional bodies, civil society, NGO's and all levels of government);
- Promote and sustain the participation of staff and students in internationalisation and international partnership activities;
- Foster and sustain partnerships with donors and funding organisations;
- Foster and sustain partnerships with alumni;
- Promote the integration of engagement, research, scholarship, teaching and learning; and
- Recognise and reward engagement at all levels of the institution.

100% of the objectives were achieved in this activity area.

The major achievements include the offering of Short Learning Programmes in Entrepreneurship in collaboration with external stakeholders; the participation of staff and students in Mandela Day activities and the celebration of Africa Day. Some of the highlights for the year were the seminars provided by international visiting scholars and the signing of MoUs with international higher education institutions. UMP hosted for the first-time, international students from Kirkwood Community College in the USA who participated in a joint project with UMP students registered for the Diploma in Nature Conservation.

Activity Area 7: Finance

Goal 1: Develop an integrated long-term financial framework to ensure sustainability of the institution.

Goal 2: Develop a diverse range of income streams.

Goal 3: Ensure efficient utilization of assets and resources.

Objectives:

- Identify initiatives to support the institutional strategic priorities and goals in a sustainable manner;
- Determine income streams and cost implications;
- Implement models to prioritise identified strategic initiatives and promote strategic-aligned resource allocation at all levels;
- Optimise student fees and subsidy income;
- Identify and secure more robust alternative revenue streams;
- Mobilise relevant role-players for fund-raising;
- Develop a coherent approach to budget settings, reducing overheads and promote a proactive approach to value for money;
- Develop sound financial systems, controls and reporting measures; and
- Develop appropriate procedure and tender processes.

83,3% of the objectives were achieved in this activity area.

The main achievements were the timely submission to DHET of the unqualified audit report for 2017, the timely submission of quarterly management accounts that were presented to Council and the full migration of all systems to ITS. We continued to run ITS parallel to Pastel until the end of June 2019.

There was a significant improvement in the relationship with NSFAS which has resulted improved in recoverability of student debt.

Management continues to implement action plans to strengthen the control environment and address the recommendations of the Auditors.

During the year assets to the value of R600 million were acquired and recorded in the Asset Register.

The objectives that were not achieved will be completed during the first semester of 2019.

Activity Area 8: Human Resources

Goal 1: Create and sustain an affirming institutional culture for all staff.

Goal 2: Attract, develop and retain talented UMP staff.

Goal 3: Facilitate Employee Wellness programme that will benefit all staff.

Goal 4: Ensure effective and efficient HR systems and processes.

Objectives:

- Develop an institutional culture that is diverse, customer-centric, empowering and inclusive;
- Develop a recruitment model that will attract talent and potential to the institution;
- Develop a retention strategy for exceptionally performing staff;
- Develop and facilitate a career advancement and staff development programme;
- Develop a Wellness Programme that will motivate staff and enhance performance; and
- Develop user friendly HR systems and processes.

100% of the objectives were achieved in this activity area.

Implementation of the Change Management Plan (Pioneering Journey) continued, and was complemented by Team Building interventions that included MANCO. As part of the Leadership Development Programme, the Ethical Leadership Programme was cascaded down to EMANCO. The UMP Collective Bargaining process was strengthened, through the appointment of an independent Chairperson and the adoption of the Terms of Reference. An Employee Relations capacity building programmes for Management, which included Disciplinary Inquiry & Conflict Resolution Training, was provided.

The University continued to fund staff who are pursuing formal studies with public higher education institutions in South Africa as part of their career development. The University also supported staff to attend short learning programmes in order to improve their competencies in their respective roles.

In order to promote excellence as well as to motivate and retain staff, the Policy on Promotion, Development and Recognition of Excellence (PDRE) was implemented and performance bonuses paid to qualifying staff.

2.4. CONCLUSION

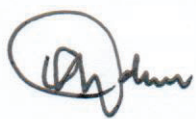
In 2018, UMP offered twelve programmes at Diploma, Degree and Advanced Diploma levels to a total of 2 471 students. This was an increase of 39.8% from 1 768 in 2017.

139 implementation measures were identified as part of the Annual Performance Plan (internal) and 133 (95%) of these objectives were achieved by the end of the academic year. A number of these objectives were reported as over achieved.

In those instances where the objectives were not achieved (5%), the reasons for the non-achievement were identified and catch-up plans were developed. The plan is to ensure the achievement of these objectives during the first semester of 2019.

The number of instructional/Research professionals increased to 101 with a pleasing increase in the percentage of staff with a Doctoral qualification to 31%.

Council is, therefore, satisfied with the performance of the institution in 2018.



Prof M D Mabunda
Chairperson of Council



Prof T V Mayekiso
Vice-Chancellor

3. REPORT OF THE CHAIRPERSON OF COUNCIL



Prof M D Mabunda, Chairperson of Council

3.1. INTRODUCTION

Governance of the institution, in terms of the Higher Education Act No 101 of 1997 (as amended) and the Statute of the University of Mpumalanga, is vested in the Council. Council serves as the employer and carries fiduciary responsibility for the University. It is also accountable for the other statutory structures defined in the legislation, including Senate, the Institutional Forum and the Students Representative Council.

Senate is accountable to Council for governance of the academic project and recommends the policies and rules required for this purpose to Council for approval.

Not only did 2018 mark the first five years since the establishment of the University in 2013, it also marked the end of the terms of office, of the Council members who were appointed in August 2014. It is important to note that only two of the Council members who were appointed in 2014 did not complete their four-year terms of office. This completion of the term of office by the majority members, has contributed to the stability of the leadership of the institution and to sound governance.

The standing committees of Council are created for the purpose of handling those duties and functions of Council which are delegated to them. They also advise Council on matters referred to them. These committees derive their mandates from the Charters approved for each committee by Council, while taking cognizance of the statutory framework that surrounds their responsibilities. Each of these committees is accountable to Council. Our primary objective as Council is to enable our students to realize their potential in the full spectrum of cognitive, social; aesthetic and personal dimensions in pursuit of democratic citizenship and to provide a conducive environment for teaching and learning, research and engagement at the University.

3.2. GOVERNANCE

Council through its oversight role ensures that legislative and legal compliance is adhered to by the University. 2018 was the second year of the implementation of the UMP Statute which was promulgated in August 2016.

The process of aligning governance structures which were initiated in 2017 was completed in 2018. This resulted in changes in the composition of the Committees and to charters of the governance structures. The new charters were taken into consideration when appointing members to the various governance structures.

The University Council met quarterly to perform its fiduciary duties. One special meeting of Council was held in August 2018 to deal with the appointment of Council appointees to Council at the end of the term of office. The Committees of Council met before the meetings of EXCO and Council in line with their terms of reference.

Council was provided with a comprehensive report by the Vice-Chancellor at each of the meetings of Council. The reports provided Council with a strategic overview of the performance of the University during the previous quarter. These reports covered the following critical aspects:

- Higher Education Sector Matters
- Academic Matters
- Academic Administration and Institutional Support
- Vibrant Student Life
- Human Resources
- Finance
- Engagements/Partnerships
- New Infrastructure Projects and Maintenance

The reports provided members of Council with a snapshot of the state of the University.

Council continued in 2018 to be guided by the outcomes of the self-assessment of its performance in 2017. Although the overall rating was 4.48 % which was classified as Good, some areas of development were nevertheless identified. An improvement plan for each Committee of Council was developed and implemented through the office of the Registrar.

One of the crucial oversight roles of Council is the approval and monitoring of the implementation of the Annual Performance Plans which are derived from the Strategic Plan, UMP Vision 2022.

The performance of the institution against the predetermined objectives was audited by the Internal Auditors on the basis of the quarterly reports that reflect on the performance of the institution during each quarter.

In addition, the Strategic Committee of Council monitored, on a quarterly basis, the performance of the institution in relation to the Annual Performance Plans and made recommendations to Council. At the end of the year, the Strategic Committee of Council assessed the overall performance of the institution for the year.

3.3. GOVERNANCE OF RISK

Risk Champions have been appointed at the divisional level to assist with the identification and management of risks. The Risk Champions were trained by the Internal Auditors.

The governance of risk has received undivided attention from Council. The Audit, Risk and IT Governance Committee (ARIGC), a sub-committee of Council deals with governance matters in relation to the following institutional risks:

- Safety and Security
- Compliance Management
- Staffing Risk
- New Infrastructure Risk
- Funding Risk
- Quality Student Experience
- Relevant Responsive Academic Project
- Reputation Risk
- Leadership and Governance Risk
- Fraud, Corruption and Theft

Action plans were developed to mitigate these risks as part of the Risk Register review. The implementation of the action plans was monitored quarterly by the Risk Management Committee which is a sub-committee of MANCO. The Risk Management Committee conducted an overall assessment of the effectiveness of risk management for each quarter as well as the overall challenges experienced during the quarter under review and the interventions by the Risk Management Committee to address the challenges. The Risk Management Committee has the responsibility to identify any emerging risks to be reported to the Audit, Risk and IT Governance Committee (ARIGC).

A set of plans was developed from the findings of the Internal and External Auditors. The implementation of the action plans was monitored by the Audit Steering Committee on a quarterly basis. The External and Internal Auditors attend the meetings of the ARIGC and the Audit Steering Committee by standing invitation. The attendance of combined meetings by both the Internal and External Auditors is considered to have provided Council with combined assurances.

3.4. COMPLIANCE WITH LAWS, CODES, RULES AND STANDARDS

The University has complied with all applicable laws, codes, rules and standards during the year under review. The University is taking full responsibility for the need to create effective and efficient systems and processes to establish and

maintain the requisite culture of compliance through the identification and mitigation of risks that the organisation face or has the potential of facing, whilst aiming to advance its Vision and realise its Mission and Strategic Objectives. In 2018 a Legal Compliance Audit checklist was developed to determine the extent to which the UMP is legally compliant on the following areas:

- Governance, Finance and Administration
- Human Resources
- Audit, Risk and ICT Governance
- Information, Communication and Data Protection
- Occupational Health, Safety and Environment
- General Legal Compliance and Miscellaneous

The outcome of the exercise was that UMP is compliant with the legal prescripts that affect its ability to discharge its mandate in support of the academic project. Eleven (11) Policies were approved by Council as reflected in **Appendix 1**. All the policies include a section that deals with compliance with the regulatory framework including other relevant UMP policies and procedures.

3.5. GOVERNANCE OF INFORMATION COMMUNICATION TECHNOLOGY

The ICT Governance function is performed at three levels at the institution. At the operational level, the ICT Committee which is a sub-committee of MANCO is responsible for directing the ICT operations in collaboration with the Chief Information Officer. MANCO provides strategic leadership and management to the ICT function and ARIGC provides oversight and governance.

The ICT Strategic Plan was developed in 2018 and approved by MANCO. The Cyber Security Strategy to ensure that information and information systems at the University are protected was approved by MANCO and noted by ARIGC.

The University made a significant investment in ICT in 2018 at both campuses. MANCO approved Phase 2 of the upgrading at the Siyabuswa campus and the total cost of the project was R1 626 271.57. This is in line with the University's ICT Governance Framework that states that the Executive Management is accountable to ensure that "ICT operations and expenditure are aligned with the strategic and business objectives of the institution."

The table below indicates the total expenditure for implementing the ICT infrastructure in the new buildings at the Mbombela Campus. These are the costs for implementing the ICT infrastructure which include; ICT network, audio-visual equipment, security equipment and computer equipment.

TABLE 2: ICT INFRASTRUCTURE INVESTMENT

ICT Infrastructure	Admin Block East and West	ICT Laboratories	Residence, Sport / Multipurpose Hall	Hospitality & Tourism	Multi-Purpose Academic Teaching Block
Network Equipment (Switches and Wi-Fi)	R3 157 893,28	R1 727 179,54	R1 926 675,54	R2 819 685,51	R2 889 076,46
Structured Cabling System (fibre optic and copper) and CCTV system (Cameras and Recording capacity)	R1 660 282,28	R1 312 650,05	R1 627 978,17	R1 269 108,44	R1 163 933,98
Access Control and Burglar Alarm System	R1 042 608,75	R392 805,27	R 1 476 453,10	R1 220 584,96	R1 223 336,25
Lab Computer Hardware		R7 585 812,66			
Audio Visual Equipment	R2 198 787,40	R2 209 125,99	R8 564 470,74	R6 211 740,14	R8 564 470,74
TOTAL:	R8 059 571,71	R13 227 573,51	R13 595 577,55	R11 521 119,05	R13 840 17,43
TOTAL INVESTMENT:	R60 244 659,25				

An ICT Service desk was implemented in order to provide support to all users in an efficient manner, and to maintain the ICT infrastructure more effectively. The service desk is manned by a fulltime Service Desk technician who analyses all user calls and assigns them to the relevant ICT professionals. Since its implementation the turnaround time for attending to user calls has improved significantly.

The University entered into an onsite Audio-Visual (AV) maintenance agreement, for the existing equipment, with a reputable AV service provider. Under this agreement, the service provider carries out tasks ranging from the commissioning of new hardware to repairing faults and carrying out regular preventative maintenance. The AV Support Engineers and the parts/materials of AV equipment are also included within the contract decreasing the turnaround time for attending to AV related calls.

3.6. STRATEGIC LEADERSHIP/MANAGEMENT

Council together with the Executive Management provided strategic leadership and management of the institution in line with their core functions at the institution. Council through its various structures and membership of critical structures of the University such as Senate and the institutional Forum, provided the necessary oversight function. The regular interaction and communication between the Chair of Council and the Vice-Chancellor has ensured a constant bridge between Council and Management. This has facilitated joint decision-making in matters pertaining to both management and governance, thereby ensuring the effective functioning of the institution. Council provided sound governance during the time of protest action by both students and staff.

3.7. ASSESSMENT OF INSTITUTIONAL PERFORMANCE PER THE ANNUAL PERFORMANCE PLAN

Outstanding performance was achieved in the implementation of the 2018 Annual Performance Plan. Ninety Five percent (95%) of the objectives were achieved in 2018. This is an improvement from the 89.2% performance that was achieved in 2017. Performance in the following Activity Areas was 100%:

- Activity Area 1: Governance and Strategic Leadership and Management
- Activity Area 5: Student Quality Experience
- Activity Area 6: Engagement and Partnerships
- Activity Area 8: Human Resources


In the area of Governance and Strategic Leadership all the objectives set for 2018 were achieved which is evidence of sound governance at the University. Performance in the other Activity Areas ranged between 83.2% and 94%. All the objectives that were not achieved in 2018 will be completed in 2019.

3.8. CONCLUSION

Council has been prudent and meticulous in exercising its Governance role. This is borne out by the fact that Council is constantly evaluating its efficacy and ensuring that there is improvement in all areas. Risk Management has been given added impetus, with the advent of Risk Champions, who keep a constant finger on the risk pulse of the institution. The pursuit of vision, mission, values and strategic objectives has been done unrelentingly. Significant to note is the sizable investment in ICT, so that the university staff and students have the state-of-the-art technology and are not left behind.

There is a visible improvement in terms of the achieving objectives in the annual performance plan, moving from the previous 89.2% to the current 96%, signifying a 6.8% improvement.

Overall, Council can confidently report a satisfactory discharge of its duties.



Prof M D Mabunda
Chairperson of Council

4. COUNCIL STATEMENT ON GOVERNANCE



UMP Council

4.1. COUNCIL

Council is the highest governance structure within the University and is expected to perform an oversight role of the activities of the University. In terms of its judiciary responsibilities, Council has to ensure that there is sound governance throughout the University.

Functions

1. The Council governs the University subject to the provisions of the Higher Education Act No 101 of 1997 as amended, any other applicable legislation and the UMP Statute.
2. The Council must perform all the governance responsibilities imposed on it by the Act and the Statute with due regard to generally accepted principles and practices of good governance and the values framework of the University.
3. Without detracting from the generality of sub-paragraph (2), the Council is responsible for laying down guidelines relating to:
 - strategic governance;
 - financial governance;
 - the appointment and conditions of service of staff, subject to
 - sub-paragraph (6) to (8);
 - positive academic atmosphere;
 - disciplinary matters regarding staff and students;
 - the language policy of the University in concurrence with the Senate, as required by section 27 of the Act;
 - the admission policies of the University in consultation with the Senate as required by section 37 of the Act; and
 - the approval of the Rules of the University.
4. The Council may establish committees to assist it in carrying out its duties and may, subject to the provisions of the Act and the Statute, delegate appropriate functions to its committees.
5. The Council may, subject to the provisions of the Act and the UMP Statute, delegate functions to the Vice-Chancellor, with the right to delegate further, subject to applicable University policy and the Council-approved delegation frameworks.
6. Subject to section 34 of the Act, the Council:
 - appoints people whom the Council considers necessary to manage the University effectively in accordance with the Rules; and
 - after consultation with the Senate or a committee of the Senate appoints and promotes academic employees.
7. The Council may delegate its functions in terms of sub-paragraph (6)(a) to a committee of the Council, with the right to delegate, provided that the Council may not delegate the appointment of the Vice-Chancellor, the Deputy Vice-Chancellor(s), Executive Officials and the Registrar.

8. The Council may delegate its functions in terms of sub-paragraph (6) (b) to a joint committee of the Council and the Senate, provided that the appointment and promotion of academic employees at the level of senior lecturer and below may be further delegated to the Vice-Chancellor.

9. A member of the Council or a member of a committee of the Council serves on the Council in his/her personal capacity and:

- i. must be a person with knowledge and experience relevant to the objectives and governance of the University, with adequate capacity to discharge his/her duties to the Council diligently;
 - ii. must participate in the deliberations of the Council in the best interests of the University;
 - iii. must, before he or she assumes office, declare any business, commercial or financial activities undertaken for financial gain that may raise a conflict or a possible conflict of interest with the University and whether he/she has the capacity to discharge his/her duties to the Council diligently and whether he/she has in the past been involved in any activities that could call into question his/her own reputation or that of the University;
 - iv. may not place himself or herself under any financial or other obligation to any individual or organization that might seek to influence the performance of any function of the Council; and
- may not have a conflict of interest with the University;
 - may not have a direct or indirect financial, personal or other interest in any matter to be discussed at a meeting and which entails or may entail a conflict or possible conflict of interest with the University; and
 - must, before the meeting and in writing, inform the chairperson of that meeting of that conflict or possible conflict of interest.

Council is committed to the principles of accountability, integrity, responsibility and social responsibility and understands its oversight role.

COUNCIL MEMBERS 2018 (JAN TO AUG)



*Prof M D Mabunda,
Chairperson*



*Ms C Mabuzza,
Deputy Chairperson*



*Prof T Mayekiso,
Vice-Chancellor*



*Prof R Bernard,
Deputy Vice-Chancellor*



*Prof R L Howard,
Deputy Vice-Chancellor*



Prof T Nhlapo



Prof S S Ripinga



Mr J Aling



Mr G Els



Prof P Lukhele-Olorunju



Prof M Mbewe



Ms C Ledwaba



Mr G T Mokoena



Ms I M Mahlangu



Mr R Mkhwanazi



Mr S Ngema



Ms L Mohlala



Ms I Makwetla



Adv J C Weapond



Dr N J Tshawane



Dr B L Kgobane



Mr M M Maimane



Dr X Mkhwanazi



Ms H Thrush



Mr P B Mtsweni



Mr M A Mashego



*Mr M Ngcamphalala,
SRC: President*



*Ms K Mogashwa,
SRC: Secretary*

COUNCIL MEMBERS 2018 SEPT TO DEC)



*Dr M D Mabunda,
Chairperson*



*Ms C Mabuza,
Deputy Chairperson*



*Prof T Mayekiso,
Vice-Chancellor*



*Prof R Bernard,
Deputy Vice-Chancellor*



*Prof R L Howard,
Deputy Vice-Chancellor*



Mr J Aling



Prof P Lukhele-Olorunju



Mr G Els



Ms C Ledwaba



Prof T Nhlapo



Prof M Mbewe



Prof S S Ripinga



Mr G T Mokoena



*Mr C Mashabane,
SRC: President*



*Ms M Maile,
SRC: Secretary*

TABLE 3: COUNCIL MEMBERSHIP AND ATTENDANCE

Name	Constituency	Percentage of Meetings Attended
Prof M D Mabunda	Council Appointee	75%
Ms C Mabuza	Council Appointee	100%
Prof E Kieswetter *****	Ministerial Appointee	0%
Ms F Msundwa *****	Ministerial Appointee	0%
Adv V T Seboko *****	Ministerial Appointee	0%
Mr J Aling	Ministerial Appointee	75%
Prof T Nhlapo	Ministerial Appointee	100%
Ms I M Mahlangu ***	Ministerial Appointee	100%
Mr A Mashego ***	Ministerial Appointee	50%
Dr X Mkhwanazi ***	Ministerial Appointee	0%
Prof S S Ripinga	Council Appointee	75%
Dr B L Kgobane ***	Public Appointee	100%
Mr O Galane *****	Council Appointee	100%
Ms M C Ledwaba	Council Appointee	100%
Mr M M Maimane ***	Public Appointee	100%
Ms I Makwetla ***	Public Appointee	50%
Ms L Mohlala ***	Public Appointee	100%
Mr T G Mokoena	Public Appointee	75%
Ms H Thrush *	Council Appointee	0%
Dr N C Tshawane ***	Public Appointee	100%
Adv C J Weapond ***	Public Appointee	0%
Prof T V Mayekiso	Executive Management	100%
Prof R Bernard	Executive Management	100%
Prof R L Howard	Executive Management	100%
Prof M Mbewe	Senate Appointee	75%
Prof P Lukhele-Olorunju	Senate Appointee	75%
Mr M Khoza	Convocation Appointee	100%
Mr M Nkosi	Convocation Appointee	100%
Mr R Mkhwanazi *	Academic Staff representative	100%
Mr S Ngema*	Support Staff Representative	0%

Mr P Mtsweni *	Support Staff Representative	100%
Dr T Sabela **	Academic Staff representative	100%
Mr J Thrush **	Support Staff representative	50%
Mr M Ngcamphalala ****	SRC: President	100%
Ms K Mogashwa****	SRC: Secretary General	67%
Mr C Mashabane *****	SRC: President	100%
Ms M Maile *****	SRC: General Secretary	100%
TOTAL		80%

* Term of office ended on 31 March and 1 April

** Term of office started on 1 April 2018

*** Term of office ended on 30 August 2018

**** Term of office ended on 30 October 2018

***** Term of office started on 1 November 2018

Council met four times in 2018 on 27 March, 21 June, 27 September and 4 December 2018. The average attendance was 80%. The Council of the University consisted of 37 members and the percentage of external members was 62% in comparison to 38% of internal members.

4.2. COMMITTEES OF COUNCIL

Council established eight committees to assist in the execution of its functions. All committees are formally constituted with charters and the majority of their membership consists of external members of Council.

The Committee charters make provision for the appointment of independent experts to the various committees. In terms of the respective charters, external members of Council with the appropriate levels of experience, knowledge and skills were nominated as chairpersons of the committees. The chairpersons were initially nominated for a period of 1 year and their terms of office were extended for a period of two years. The Human Resource Committee of Council, the Audit Risk and IT Governance Committee (ARIGC) and the Facilities Planning and Infrastructure Committee (FPIC) have independent experts as members of the Committees. All the Charters of the Council Committees were reviewed to align them with the University of Mpumalanga Statute.

a) Nominations Committee of Council (NC)

Role of the Nominations Committee

The Nominations Committee of Council (the Committee) is a committee of the Council as contemplated in paragraph 27 of the University of Mpumalanga Statute, promulgated in terms of the Higher Education Act, 1997 as amended.

The role of the Committee is to ensure appropriate and equitable representation on Council committees and joint Council/Senate committees; and Council on Senate or any other forum at the University, or externally.

TABLE 4: MEMBERSHIP AND ATTENDANCE OF THE NOMINATIONS COMMITTEE

Name	Percentage of Meetings Attended
Mabuza C	67%
Mashego A	100%
Mayekiso T V	100%
Ledwaba M	100%
Total	92%

The Committee held two ordinary meetings and one special meeting in 2018 and the average attendance was 92%. The meetings were on 01 March, 03 September, and the special meeting was held on 17 October 2018.

b) Executive Committee of Council (EXCO)

The Executive Committee of the Council is a committee of the Council contemplated in paragraph 24, 25 and 26 of the University of Mpumalanga Statute, promulgated in terms of the Higher Education Act, 1997, as amended.

Role of the EXCO

Serves as the executive body of the Council;

Assumes the authority of the Council when the Council is not in session and may perform the functions of the Council;

Receives and considers, as appropriate, all recommendations of Senate and the committees of the Council before submitting them, with its recommendations, as necessary, to the Council;

Refers any matter arising from the minutes of meetings of Senate and Council committees back to Senate or any Council committee; and

Refers any matter which it deems necessary to the Senate or any Council committee.

TABLE 5: MEMBERSHIP AND ATTENDANCE OF EXCO

Name	Percentage of Meetings Attended
Mbewe M	83%
Mabunda D M	83%
Mabuza C	83%
Mayekiso T V	83%
Mokoena G T	100%
Kieswetter E*	0%
Ripinga S S	83%
Total	82%

** Term of office started on 1 November 2018*

The Committee held four ordinary meetings on 25 March, 12 June, 24 June, 22 August, 26 September and 16 November 2018. The average attendance was 82%.

c) Strategy Committee of Council (SC)

Role of the Strategy Committee of Council

The Strategy Committee of Council (the Committee) is a Committee of the Council as contemplated in the paragraph 27(2) (a) and 27(3) to 27(5) of the University of Mpumalanga Statute.

The Committee advises the Council on the development, implementation and review of the Strategic Plan of the University and the Annual Performance Plan.

TABLE 6: MEMBERSHIP AND ATTENDANCE OF THE STRATEGY COMMITTEE

Name	Percentage of Meetings Attended
Ripinga S S	33%
Mayekiso T V	100%
Bernard R	100%
Khoza M**	100%
Weaponond J C*	50%
Tshawane N J*	100%
Howard R L	67%
Mashego A*	100%
Total	79%

* Term of office ended on 14 August 2018

** Term of office started on 04 August 2018

The Committee held three ordinary meetings in 2018, with an average attendance of 79%. The meetings were held on 7 March, 30 May and 13 November 2018.

d) Audit, Risk and IT Governance Committee of Council (ARIGC)

The Audit, Risk and IT Governance Committee of the Council is a Committee of the Council as contemplated in paragraph 27(2) (b) of the University of Mpumalanga Statute. Subject to the provisions of paragraph 27(2) (b) of the University of Mpumalanga Statute, the primary role of the Audit, Risk and IT Governance Committee is to:

Audit and Risk

Ensure that the University Management takes proper steps to safeguard the assets of the University;

Ensure that the accounts of the University are continually kept up to date in order to provide a reasonable reflection of the University's financial and cash flow position, as well as its income and expenditure;

Ensure that business risks are continually assessed and that effective internal control systems are developed and implemented so as to minimise material risks and prevent losses;

Establish an effective communication channel between the Council, Management, the Internal Auditors and the External Auditors;

Ensure on behalf of the Council that the Management of the University has a proper risk management framework in place to manage significant risks facing the University;

Review the risk management processes and the significant risks facing the University;

Reports to the Council on its risk management responsibilities; and

Comply with the provisions of section 41 of the Higher Education Act, No 101 1997 as amended.

IT Governance

Advise the Council, Council Committees and Management regarding best IT practices against the backdrop of legislative provisions, relevant ISO frameworks and good governance principles as articulated in the King Reports and Codes.

TABLE 7: MEMBERSHIP AND ATTENDANCE OF THE AUDIT, RISK AND IT GOVERNANCE COMMITTEE

Name	Percentage of Meetings Attended
T G Mokoena	100%
O Galane ***	50%
G Deiner	75%
D Ramasodi *	67%
MM Ledwaba	75%
H Thrush***	0%
Total	68%

* Term of office started on 27 March 2018

** Term of office ended on 14 August 2018

*** Term of office on started 15 August 2018

ARIGC has a membership of six. Two of the members are independent experts and the remaining three are external members of Council. None of the members of ARIGC are employees of the University. The Internal Auditors and External Auditors attend to meeting of the Committee by a standing invitation.

The Committee held four ordinary meetings in 2018, with an average attendance of 68%. The ordinary meetings took place on 01 March, 07 June, 21 September and 01 November 2018.

e) Governance, Finance and Investment Committee of Council (GFIC)

The Committee advises the Council and / or committees of the Council with delegated authority, as the case may be, on governance, financial, investment and related matters.

Role of the Governance, Finance and Investment Committee

The Governance, Finance and Investment Committee is a committee of the Council as contemplated in paragraph 27 of the University of Mpumalanga Statute promulgated in terms of the Higher Education Act 1997, as amended.

TABLE 8: MEMBERSHIP AND ATTENDANCE OF THE GOVERNANCE, FINANCE AND INVESTMENT COMMITTEE

Name	Percentage of Meetings Attended
Pather K	100%
Mahlangu I M	100%
Mayekiso T V	100%
Kieswetter E*	0%
Galane O	50%
Mkhwanazi X	100%
Aling J	50%
Mokoena T G	100%
Total	90%

** Term of office started on 1 November 2018*

The Committee held four ordinary meetings in 2018, with an average attendance of 90%. The meetings were held on 27 February, 31 May, 21 September and 13 November 2018.

f) Human Resources Committee of Council (HRC)

The Committee advises the Council on the general conditions of service of employees, disciplinary provisions and human resources policies and practices.

Role of the Human Resources Committee

The Human Resources Committee of the Council (the Committee) is a committee of the Council contemplated in paragraph 27(2) (b) of the University of Mpumalanga Statute, promulgated in terms of the Higher Education Act, No 101 of 1997, as amended.

TABLE 9: MEMBERSHIP AND ATTENDANCE OF THE HUMAN RESOURCES COMMITTEE

Name	Percentage of Meetings Attended
Nhlapho T	80%
Musundwa F S*	0%
Maimane M	75%
Makwetla L	50%
Mayekiso TV	100%
Mavuso L	100%
Umlaw M	100%
Total	87%

** Term of office started on 1 November 2018*

The Committee held four ordinary meetings and one special meeting in 2018, with an average attendance of 87%. The meetings were on held 20 February, 25 May, 08 June, 18 September and 08 November 2018.

g) Facilities Planning and Infrastructure Committee of Council (FPIC)

The Committee develops and updates, in co-operation with the Management and the Task Teams of the DHET, campus master plans for facilities and infrastructure, with implementation strategies, priorities and financing models for approval by the Council and the DHET;

Role of the Facilities Planning and Infrastructure Committee

The Facilities Planning and Infrastructure Committee (the Committee) is a committee of the Council as contemplated in paragraph 27(1), 27(2) (c), 27(3) and 27(5) of the University of Mpumalanga Statute.

Advises the Council on the development, acquisition and integration of facilities and infrastructure; and

Develops and update, in co-operation with the Management and the Task Teams of the DHET, a comprehensive and sustainable institutional maintenance and replacement plan and strategy for approval by the Council and the DHET.

TABLE 10: MEMBERSHIP AND ATTENDANCE OF THE FACILITIES PLANNING AND INFRASTRUCTURE COMMITTEE

Name	Percentage of Meetings Attended
Aling J *	100%
Els G	75%
Mayekiso T V	100%
Mokotedi D	100%
Howard R L	100%
Mashego A**	100%
Tshawane N C**	100%
Seboko V T ***	0%
Total	96%

* Term of office on 27 March 2018

** Term of office ended on 14 August 2018.

*** Term of office started on 1 November 2018.

The committee held four ordinary meetings in 2018, with an average attendance of 96%. The meetings were held on 21 February, 22 May, 19 September and 06 November 2017.

f) Remuneration Committee of Council (REMCO)

The Remuneration Committee of the Council (the Committee) is a committee of the Council contemplated in paragraph 27(2) (a) and paragraphs 27(3) to 27(5) of the University of Mpumalanga Statute as promulgated in terms of the Higher Education Act, 1997, as amended.

Role of the Remuneration Committee of the Council

The Council delegates to the Remuneration Committee the power to finalise the following matters:

- all matters related to the remuneration, bonuses and other benefits of staff; and
- allowances and reimbursements for members and officials of the Council.

TABLE 11: MEMBERSHIP AND ATTENDANCE OF THE REMUNERATION COMMITTEE

Name	Percentage of Meetings Attended
O Mabuza	33%
E Kieswetter **	0%
T Nhlapo	67%
T V Mayekiso	100%
O Galane	100%
P Marais	67%
Maimane*	100%
K Pather	100%
L Mavuso	100%
Total	70%

* Term of office ended on 14 August 2018

** Term of office started on 1 November 2018

The Committee held three ordinary meetings in 2018, with an average attendance of 70%. The ordinary meetings were held on 26 February, 11 June, and 30 October 2018.

4.3. STATEMENT OF CONFLICT MANAGEMENT

The University has adopted a proactive approach to student and employee engagement that is intended to build a relationship of trust between the student leadership and management. There are scheduled quarterly meetings between the SRC and MANCO as well as quarterly meetings between Organised Labour and MANCO. The meetings offer all the stakeholders an opportunity to raise issues before they escalate into protest action. Despite these processes being in place, the University experienced sustained protest actions in 2018 from both staff and students. A number of the issues raised as demands had not been presented to Management before the commencement of the protest action as in the case of staff; the protest was driven by the Regional and Provincial NEHAWU and not by the UMP Branch.

The details of adopted strategies to promote participation are provided in section 4.4.

4.4. STATEMENT ON WORKER AND STUDENT PARTICIPATION (CO-OPERATIVE GOVERNANCE)

4.4.1. STATEMENT ON WORKER PARTICIPATION

There are two recognized trade unions at UMP, namely the National Education and Allied Workers Union (NEHAWU) and the National Tertiary Education Union (NTEU).

Both trade unions have enjoyed recognition status by UMP since 2015. Employee Relations (ER) is responsible for the co-ordination of engagement and consultation activities with unions within the institution, and various engagement platforms have been established in the last five years of UMP's existence. These engagement structures promote communication and dialogue between management and staff on issues of mutual interest, information sharing and collective bargaining issues as detailed below:

- The Employee Relations Consultative Forum meetings were held with both unions on a monthly basis, and the platform is created to deal with operational issues and ensure that conflict situations are addressed and managed timeously.
- The Engagement Forums meetings were scheduled once per term, between MANCO members and trade unions and its purpose is to deal with strategic issues. The meeting is conducted in a form of information sharing and allows all parties to deal with clarity seeking questions, and also bridges any information gap in the organization.
- The Collective Bargaining Forum which consists of a management delegation team and trade union representatives, holds meetings throughout the year, based on the agenda agreed upon. In 2018, UMP appointed an Independent Chairperson for the Bargaining Forum to ensure efficiency and effectiveness of this structure, and this intervention has enriched the collective bargaining process, and strengthened the discipline between parties, and streamlined accountability.
- As part of the above processes, the UMP has approved Terms of Reference (ToR) for the different forums to provide guidance for the members of these committees.

UMP has also concluded agreements with both trade unions, such as the Organizational Rights Agreement, which accords and regulates certain rights to the two trade unions. Both agreements were concluded in 2015, and these agreements have regulated the relationship between the parties.

The University also provides training opportunities for unions to create capacity in the leadership of these structures. This intervention has assisted in

broadening understanding on Employee Relations issues, and highlighted the knowledge gap that needs to be addressed, to ensure a continuous improvement on engagement processes, which is reflected on the outcomes of 2018 Collective Bargaining agenda.

For 2018 the following achievements are worth noting:

- Appointment of an independent Chairperson for the Bargaining Forum, and the impact this has had in the salary negotiations, and the streamlining of the collective bargaining processes.
- The conclusion of salary negotiations, which resulted in a multi-year agreement for the next three years. This achievement will allow the Bargaining Forum to focus on issues of consultation, such as the Human Resources Policies that are due for a review.
- The implementation of the Lending Points, which was one of the outstanding issues in terms of the Harmonization Project. This achievement concluded a chapter in terms of the remuneration and benefit issues, by ensuring that all UMP staff are now on a single remuneration system based on the Total Cost To Company principle.
- The year 2018 also reflected a few number of grievances and disciplinary issues raised, and those raised were resolved timeously. Most CCMA referrals resulted in either a settlement by both parties or UMP being awarded the outcome.
- In 2018 there was a change of leadership in NEHAWU which created a gap, in terms of the history of issues at the Bargaining Forum, and allowed interference from external forces which had a political agenda, resulting in an unprotected strike.

The consistent approach by management to continue communicating with staff ensured that challenges were overcome, and calmness prevails.

4.4.2. STATEMENT ON STUDENT PARTICIPATION

The 2018 academic year started very well and the registration of students went without experiencing any disturbances. The academic programme also commenced according to the University's 2018 Almanac.

The promotion of engagement between the University Management, at different levels, and the student leadership was achieved during the year. Management and the Student Representative Council (SRC) held most of the planned quarterly meetings as well as other urgent meetings. The Dean of Students also held monthly meetings with the SRC as well as quarterly meetings with the Campus Representative Councils (CRCs). The other level of engagement with the student leadership was between the Managers: Student Governance and

Development and the CRCs at both Campuses as well as the monthly meetings between the Campus Director and the CRC at the Siyabuswa Campus. These meetings ensured that continuous engagement between the Management of the University and the leadership of students took place and thus create opportunities and platforms for students' participation and contribution on issues relating to their well-being at the University.

Another important area of students' participation was during the SRC elections period. The student body in both Campuses actively participated in the activities and programmes leading to the SRC elections which were held on 12 October 2018. The drives included voter education and the manifesto meetings held on both Campuses a few days before the elections. The participation rate (voter turnout) of students in the elections was 63% in total which shows a relatively, good participation of students.

The University, unfortunately, experienced two major student protests during the year. The first one was from 12 March 2018 until 16 March 2018 in response to which Management took a decision to bring the recess forward by one week, since student actions were starting to have some elements of violence. Students were complaining about six (6) main issues, ranging from payment for accredited private accommodation providers; NSFAS allowances (book allowance and transport allowance); to the removal of the catering company. The issues were resolved and lectures resumed when students returned from recess. Only 5 academic days were lost during this protest.

The second protest started on 14 August 2018 at the Mbombela Campus when students blocked the entrances to the University and then submitted a memorandum with about 13 issues ranging from utilisation of the SRC budget; the Director: Student Housing; allegations of corruption in the institution; PPE for Agriculture students; to financial issues relating to students on Work Integrated Learning (WIL). The protest continued irrespective of the many meetings that took place between the Management and the Mbombela CRC. The protest was gradually becoming violent and the involvement of the South African Police Service and the private crowd control firm assisted in keeping the violent form of the protest to a minimal level. The University also applied for a Court Interdict seeing that the students kept on blocking the gates of the Campus and this was starting to have huge implications on construction and other University operations. Management was granted a Court Order issued on 21 August 2018 which interdicted the CRC and students from barricading the gates and from interfering in any way with the delivery of the academic programme. The gates were subsequently opened from 27 August 2018 and University operations returned to normal. Management continued to engage with the Mbombela CRC on dealing with the issues raised and that resulted in most of the issues being resolved and only 4 issues were remaining and discussions continued around those issues.

The newly elected SRC/CRCs took office from 01 November 2018 and Management is pleased to report that the University succeeded in establishing a positive and good working relationship with the newly elected SRC and CRCs in both Campuses. The SRC continued to participate in a number of Committees of MANCO within the University where most of the issues that relate to student matters were dealt with- such as the Student Catering Management Committee; the Student Support Services Committee; the Student Financial Aid Committee; the Safety, Health and Environment (SHE) Committee; the Security Committee; and the Transformation Committee.

4.5. STATEMENT ON CODE OF ETHICS

In accordance with the provisions of the Higher Education Act No 101, 1997 as amended, the University of Mpumalanga Statute and the Code of Conduct for members of Council and the principles of sound, transparent and accountable governance, on an annual basis, members of the UMP Council declare their interests by means of recording such declaration of interests on the Council Member's Declaration of Interest forms which have been approved by Council.

Members of Council are obliged to declare their interests in accordance with the above statutory and policy frameworks with regard to the following:

- Financial interests and fiduciary roles, the latter to include but not limited to offices, directorships of companies, memberships of close corporations and trusteeships;
- The financial interests and fiduciary roles of the members immediate family;
- Membership of other councils and management bodies; and Involvement in businesses or enterprises providing services or goods to the University, or conduct business with the University.

The attendance register for meetings includes a declaration on confidentiality that must be signed by all members. This ensures confidentiality of deliberations during the meetings. Members of Selection Panels sign confidentiality forms as part of the recruitment process.

In addition, before the commencement of any meeting, Council members and members of Committees of Council, declare any potential conflict of interest on any matter on the agenda, and to recuse themselves from deliberations on a matter in which they may have declared a conflict of interest.

UMP also has a Disciplinary Code for students. The Code is an important institutional instrument to steer the behaviour of students with a view to developing and preparing them to become well-rounded and responsible

citizens. The ultimate goal is to guide and assist students to embrace the values of UMP showing due regard for the constitutional rights of others and the Rules of the University. The Disciplinary Code is discussed with new students as part of the orientation programme as well as with the Student Representative Council and the Campus Representative Councils. Council approved in 2018 the Student Protest Management Policy which is intended to provide a regulatory framework for protests initiated by students.

UMP has a Code of Conduct for employees and all employees are required to sign the Code. This is done as part of the on-boarding process and is also discussed during the induction of new employees.

The Code of Conduct covers conflict of interest, compliance with procurement and related policies, additional employment, contract and private work, gifts and donations, use of assets and infrastructure, improper influence and bribery.

In addition, employees sign annually, a Declaration of Conflict of Interest before the end of February. This is monitored closely by the Human Resources Division. At the start of each meeting and as part of the attendance register, employees indicate if they have interest to declare on any of the items on the agenda. This is also recorded in the minutes.

Students and staff are all encouraged to live the values of the institution. Integrity is one of the Values of the UMP. MANCO members are assessed on an annual basis by 360° on their adherence to the institutional values.

5. COUNCIL STATEMENT ON SUSTAINABILITY

5.1. INTRODUCTION

The University continues to embrace its role as a strategic partner with government to participate in addressing the socio-economic development needs of the local community and South Africa as a whole. The Construction Development Targets are one of the ways in which the universities fulfils this objective.

5.2. EMPOWERMENT

The projects which mainly contributed to the achievement of Empowerment Targets in 2018 are as follows;

5.2.1 NBP0008 - CONFERENCE AND WELLNESS CENTRE

5.2.2 NBP0012 - SCIENCE AND RESEARCH FACILITIES

5.2.3 NBP0013 - RESIDENTIAL, DINING AND STUDENT SUPPORT BUILDING

5.3. INTENDED EMPOWERMENT OBJECTIVES

5.3.1. CONTRACT LOCAL CONTENT GOAL (CLCG)

Defines and establishes the actual rand value as a percentage of the contract amount to be spent on the local community, specifically for Suppliers and Subcontractors.

5.3.2. BBBEE – BROAD BASED BLACK ECONOMIC EMPOWERMENT

Defines and establishes the actual rand value in percentage to be spent on BBBEE Level 1, 2 and 3 Companies.

5.3.3. CONTRACT LOCAL DIRECT EMPLOYMENT GOAL (CLDEG)

Defines and establishes as a percentage the total number of local people to be employed.

5.4. EMPOWERMENT TARGETS

Table 12 below presents data on the empowerment targets achieved by the end of December 2018.

TABLE 12 : EMPOWERMENT ACHIEVEMENTS					
Project	Construction Cost	Expenditure to Date	BBBE Spend	Local Spend	Local Labour
NBP0008: Conference and Wellness Centre	R46m	R37m	R11m 30%	R12m 32%	106
NBP0012: Science Research Facilities	R279m	R111m	R32m 29%	R11m 10%	265
NBP0013: Residential, Dining and Student Support	R225m	R137m	R35m 26%	R37m 27%	393
Total	R550m	R285m 52%	R78m 27%	R60m 21%	764

TABLE 13: CONSTRUCTION AND SKILLS DEVELOPMENT				
Empowerment Goals			Target	Actual
1	Appointment of 51% black owned companies including VAT	% Value (R)	30% R142 070 364,16	19.72% R80 324 240,95
4	Students in Training	<ul style="list-style-type: none"> • 3 National Diploma: Civil Engineering Student • 5 National Diploma: Building Science • 6 Students Artisanhip in Bricklaying One student training in Building and Construction: Carpentry • 4 National Diploma: Quantity Surveying & Construction Management 		

5.5 CONCLUSION

The construction programme provides the University with an excellent opportunity to contribute to the socio-economic development of the eHlanzeni Municipality and the Province of Mpumalanga as a whole.

6. CAMPUS DEVELOPMENT

6.1. INTRODUCTION

During the 2018 year, the university's infrastructural implementation programme has primarily focused on conclusion of buildings and infrastructural construction at the Lower Campus. The projects which were implemented include the following:

- Site Infrastructure
- Academic Buildings
- Residential and Support Buildings
- Administration Buildings



Figure 1: Overview of the University of Mpumalanga Infrastructure Development

6.2. INFRASTRUCTURE BUDGET

TABLE 14: DHET CAPITAL CONTRIBUTION

DHET Capital Contribution

DHET Financial Year	Amount	Actual /Future
2015/2016	R100 000 000	Actual received
2016/2017	R695 890 000	Actual received
2017/2018	R662 052 000	Actual received
2018/2019	R638 508 000	Actual received
SUB-TOTAL	R2 096 450 000	
2019/2020	R620 010 695	Future allocation
TOTAL	R2 716 460 695	

TABLE 15: EXPENDITURE AS AT 31 DECEMBER 2018

Financial Commitments by the University

Contracted as at end December 2018	R2 052 624 825
Purged Contracted Amounts	-R21 753 397
Bulk Service Contribution - Roads	R40 000 000
Committed – Not Yet Contracted	R194 011 274
Total Committed	R2 264 882 702
DHET Capital Contribution	R2 716 460 695
Balance Available - Not Contracted	R451 577 993
Expenditure to Date as at 31 December 2018	R1 524 811 850

6.3. TOWN PLANNING

The purpose of the Town Planning project is to prepare for the proclamation of the new UMP Mbombela Campus Township and to ensure that the conditions set in the Services Agreement between the University and Mbombela Local Municipality (MLM) be complied with.

The University and the Mbombela Local Municipality agreed on the Conditions of Establishment of the new UMP Mbombela Campus Township. A General Plan was approved which allows for development on 9 erven with the following zoning and land use allowances:

- Educational (erven 1 to 6) zoned for places of instruction, agricultural buildings, residential buildings, dwelling houses, administration offices, restaurants, social halls and places of amusements and uses related;
- Private open spaces (erven 8 and 9) zoned for sport fields and facilities, recreational facilities, gardens, agricultural uses and uses related to these uses; and
- Special zoning (erf 7) zoned for access purposes, parking, municipal services, gate houses and associated and ancillary uses.

The Lower Campus and future campus south of the D725 are being developed on erven 4 and 6 while the Lower and Hill campuses will be developed on erven 3 and 2 respectively.

The proclamation of the UMP Mbombela Campus Township should be done by March 2019.

6.3.1. LAND ACQUISITION

In terms of the Record of Intent the University was to be developed on the properties Portions 31 and 32 of the farm Boschrand JT 283 and Portions 17, 19, 28 and 36 of the farm Friedenheim JT 282. These properties were transferred from the Provincial Department of Public Works, Roads and Transport to the University of Mpumalanga during December 2018. Registration took place in the Mpumalanga Deeds Office. The township registers were also opened during the transfer process in preparation for the promulgation of the new UMP Mbombela Campus Township. The University currently owns the properties described UMP Mbombela Campus Township, 228,6 ha in size as well as the 15,9 ha Portion 75 of the Farm Friedenheim JT 282 which was bought in 2016.

6.3.2. SERVITUDES

During preparation of documentation to transfer properties into the name of the University, some unregistered servitudes of services running across the University properties were identified. These services which are owned and operated by Mbombela Local Municipality and Eskom were subsequently registered as part of the land acquisition process. Bulk services implementation has already been completed in terms of the Services Agreement between the University and Mbombela Local Municipality.

6.4. LOWER CAMPUS SITE INFRASTRUCTURE DEVELOPMENT

A number of campus supporting infrastructure have been constructed such as the bulk and site Infrastructure to support the operation of new buildings.

6.4.1. CIVIL INFRASTRUCTURE

The installation of critical Civil Engineering services that are required for the full functioning of buildings at the Eastern Lower Campus such as water, sewer, irrigation, storm water, roads and chiller water pipe reticulation network have been completed successfully, tested and handed over. Construction commenced in March 2017 and ended in August 2018. The scope of scope of services included:

- **Internal networks** comprise 1 100 m of 6.2 m wide paved roads including 109 parking bays, road paint marking and signs.
- **Stormwater system** comprises a combination of Sustainable Urban Drainage System (SUDS) and conventional systems including 519 m of pipes and portal culverts, 250 m of open channel drains, planter boxes and an overflow for the main irrigation dam.
- **Potable water reticulation network** comprises 680 m of Class 16 HDPE pipes ranging in diameter between 110 mm and 200 mm, complete with valves.
- **Sewer drainage network** comprises 502 m of Class 34 (400 kPa) uPVC pipes including manholes and building connections. The existing sewer network for residential buildings North of the Lower Campus was integrated into the new drainage network.
- **Fire network:** In addition to the five existing hydrants, five additional fire hydrants were added. Separate tie-off networks for the various new buildings were implemented. The tie-offs to the buildings were fitted with booster connections at two locations which would be used to pressurise the system during the event of a fire.
- **Chiller pipe network** comprises 1 403 m of PPR pipes ranging in diameter from 110 mm ø to 160 mm ø including a valve chamber and building connections.
- **Sleeves for electrical and data network** comprise 2 600 m of 110 mm ø Kabel flex sleeves and draw pits.
- **Irrigation reticulation networks** comprise 603 m of Class 12 HDPE pipes ranging in diameter from 50 mm ø to 160 mm ø including isolation valves and irrigation sleeves. The irrigation dam scour was replaced and rerouted to empty into the newly constructed dam overflow. In order to utilise the existing infrastructure, the settling and irrigation dams were desilted.

Potable water is supplied by a 3.1 MI reservoir and a 0.9 MI located north of the campus. Water meter clusters including non-return valves, strainers, pressure gauges and pressure reducing valves to buildings have been installed to ensure that a building pressure supply range of between 2.5 and 5.0 bar as prescribed by SANS10252 is maintained. A total of 205 parking bays of which 39 are open and 166 are shaded. 96 of the 205 parking bays are located west of the campus adjacent to the science and research facilities. Access controlled parking at the Executive Offices, Library, Multi-purpose Administration Building, Hospitality and Tourism Building and the Science Research Facilities.

6.4.2. ELECTRICAL INFRASTRUCTURE

The installation of MV and LV electrical reticulation network completing the Eastern Lower Campus ring main together with mini subs and a standby generator commenced in July 2017 and was completed in June 2018. The installed Medium Voltage reticulation network comprises of 1300m of 50mm sqm XLPE insulated PVC bedded, steel wire armored, Copper, 3 core underground 11kV MV cables together with Indoor and outdoor terminations, 09 Miniature Substations ranging in size from 630kVA to 1 250kVA and Switchgear. A 3 Phase 400 Volt Emergency Generator has been installed at the Executive Offices complete with AMF pane, switch gear and LV cable network to provide a firm supply.

The installed Low Voltage reticulation network comprises 320m of 600/1000V PVC, steel armored, CU, underground cables installed via a suitable trenching and sections of PVC steel sleeving to various LV distribution kiosks ranging in size from 95mm to 240mm 4 core cables, main Distribution Boards within buildings as well as 35 street and area lighting installations. The University has also completed the installation of 2 x 1MVA Additional Standby Generators which increases the University's emergency electricity capacity to 3MVA in case of power failure. These generators are equipped with Synchronization Panel, Dry Type Step up Transformer and Neutral Earth Resistors, ABB Switch Gear and 1600-amp Circuit Breakers and busbars, Auxiliary Transformers as well as control and protection cables.



Figure 2: Chiller Plant Mini Substations with Power Factor Correction Panel

6.4.3. CHILLER PLANT

The University undertook to construct a Centralized Chiller Plant to ensure, comprehensive, effective and reliable supply of chilled water and HVAC installations to the New Administration Building, Hospitality and Tourism Building, Conference and Wellness Centre as well as the Multipurpose Academic Teaching Block of the Eastern Lower Campus. The project commenced in July 2017 and was completed in June 2018. The plant consists of 4 Chillers. 3 of the 4 chillers have a cooling capacity of 582kW and the fourth chiller has a cooling capacity of 180kW. These chillers cool returning chilled water from the building from 12°C to 6°C using an R410a refrigerant.

The cooled water is then pumped to the various buildings via a dedicated pump serving each building which are controlled up or down via variable speed drives depending on the demand from each building. The plant has five secondary pumping units, 3 with a power of 15kW, one with a power of 7.5kW and the last one with a power of 3kW. One of these pumps provide standby capacity. Other feature in the plant include electrical MCC board, a 450L pressurization tank as well as a stainless steel make up water tank.



Figure 3: Completed Lower Campus Chiller Plant

6.4.4. URBAN FABRIC LANDSCAPE INFRASTRUCTURE

The construction of landscape across the entire Lower Campus commenced in December 2017 and was completed in July 2018. These projects have a maintenance contract for 1-year post construction which is currently underway. The university's objective for implementing landscape infrastructure was to promote environmental sustainability, safety, social interaction through creating outdoor rooms for studying and gathering, increased mobility and universal access for persons with disability by providing ramps and walkways as well as creating comfortable micro-climates which are critical in the Mbombela climate by planting shade trees in spaces. The completed landscape infrastructure across the Lower Campus include:

- Soft and hard landscaping, irrigation and rehabilitated existing amphitheatre.
- Construction of sitting ponds over the Lower Campus Dams and a wheel chair walkway linking the Library and the Multipurpose Sports Hall.
- Installation of new paved walkways with associated new planting, benches and tree grids.
- Hard and soft landscaping for the new Buildings of the Eastern Lower Campus.
- Hard and soft landscaping linking the Multipurpose Sports Hall and the Science Building.
- Gabion retaining wall and paved access.
- The provision of future spill out spaces and planting of grass.
- New retaining walls on including balustrades for safety measures.



Figure 4: Completed Ramps, Seating Pods and Central Landscapes

6.4.5. FIBRE DISTRIBUTION

To ensure data network performance, a high speed 10 gigabits per second fibre optic network is used to interconnect all buildings. In 2018, a total of 10 new network distribution rooms were connected to the bulk data network through the installation of 5 Km of fibre optic cable.

6.4.6. BULK INFRASTRUCTURE

6.4.6.1. Bulk Water Infrastructure

The construction of Bulk Water Infrastructure commenced in June 2016 was completed in October 2017. The infrastructure was handed over to the Mbombela Local Municipality for operation and maintenance in April 2018. The bulk water services infrastructure was upgraded to meet the municipality's requirement which is to provide 36hrs storage capacity at the Average Annual Daily Demand (AADD) for both domestic and firefighting purposes. The AADD for UMP Development will be catering for a population of 15 000 including both student and staff (residing and non-residing).

The bulk water project comprises of 5 000m pipelines ranging from 160mm Ø to 450mm Ø in diameter and a regional 3,1 MI concrete storage reservoir which was constructed to improve the regional water supply and the supply of potable water to the University of Mpumalanga. The provision of the second 3,1MI reservoir will

be required from 2027 in terms of the current UMP site development plan when the University population increases to 16 862 or at an earlier stage depending on the development of the surrounding areas. A platform for the second reservoir has been constructed during this phase of development.

6.4.6.2. Bulk Sewer Infrastructure

The Construction of Bulk Sewer Infrastructure commenced in June 2016 was completed in October 2017. The infrastructure was handed over to the Mbombela Local Municipality for operation and maintenance in April 2018. The bulk sewer services infrastructure was upgraded to meet the sewer discharge demands of the University, the White River Corridor and adjacent areas. The pipe sizing was based on a long-term approach and far exceed the pipe sizes required to discharge the sewage production from the White River corridor and adjacent areas up to the year 2027 plus the sewage production of the UMP for the residing and non-residing population of 15 000.

The bulk sewer project comprises of a total of 2 817m of gravity sewer pipes ranging from 160mm Ø to 500mm Ø and 2 243m sewer pump lines ranging from 315mm Ø to 500mm Ø. Two 100l/s pump stations have been constructed during this phase of the project. The pump stations at the UMP and Friedenheim are provided with suction sumps with 4h storage capacity. A standby generator is provided at each pump station.

6.4.7. LOWER CAMPUS BUILDINGS

The Five (5) Year Infrastructural Development Programme for the period 2015/2016 to 2020/2021 has in 2018 primarily focused on advancing the construction of buildings at the Lower Campus. The construction of the following academic buildings was completed in 2018 and the buildings have since been occupied in the same year;

- Hospitality and Tourism Building
- Multipurpose Administration Building
- Multipurpose Academic Teaching Venue
- IT Laboratories

Concurrent to the construction completion and occupation of the above academic buildings in 2018, the university commenced with and reached significant progress in the construction of the following buildings which are to be completed in June 2019;

- Conference and Wellness Centre
- Science Research Facilities
- Residential Dining and Student Building

6.4.8. ACADEMIC BUILDINGS

The infrastructural planning and implementation programmes are aligned to the growth in student population, the academic requirements and goals of the university. Compared to other years in the infrastructural development, 2018 ended with the most number of buildings which have been completed.

6.4.8.1. Hospitality and Tourism Building

The project is primarily the development of the School of Hospitality and Tourism, with teaching facilities and includes administration facilities, a small training restaurant and training hotel rooms. The Hospitality & Tourism building has five floor levels; lower ground floor, ground floor, first floor, second floor and third floor.

The lower ground floor has: training kitchen, computer room, wine cellar, wine tasting, locker area and ablution facilities. The ground floor has: 2 walk-in freezer rooms, 2 cold rooms, 7 store rooms, training kitchen for 66 work stations, 60 seats restaurant, cocktail bar, office, practice kitchen, demo kitchen, laundry room, reception area and ablution facilities. The first floor has: reception area, 20 academic staff offices, boardroom, travel agent office, printing area, 14 hotel rooms, and ablution facilities.

The second floor has: 4 offices, lecture venues for 525 seats, seminar room for 45 seats, 3 store rooms, 11 hotel rooms and ablution facilities. The third floor has: 12 offices, print & copy area, waiting area, and ablution areas. The Hospitality & Tourism building project commenced in October 2016 and was completed in September 2018.



Figure 5: Hospitality and Tourism Building

6.4.8.2. Multipurpose Academic Teaching Venue

The project is primarily the development of a lecture venues and offices for academic staff. The Multipurpose academic teaching venue building has three floor levels; upper & lower ground floor, first floor, and second floor. The building accommodates; seven raked auditoria accommodating 1421 students and eleven flat teaching venues accommodating 485 students. The upper & lower ground floor has: reception, auditoria, tutorial rooms, and ablution areas. The first floor has: auditoria, offices, ablution area and printing area. The second floor has: 39 academic offices, boardroom and ablution area. The Multipurpose academic teaching venue building project commenced in October 2016 and was completed in October 2018.



Figure 6: Multipurpose Academic Teaching Venue

6.4.8.3. ICT Building

The ICT building serves to re-enforce the strength and significance of the current amphitheatre, while the design for main auditorium building to form new outdoor areas surrounding the current academic buildings. These outdoor areas form break away spaces from the adjacent lecture theatres and have limited or few external views to the city of Nelspruit below. As such the Mbombela campus will be characterised by a sub-set of squares and courtyards of varying character rather than a single dominant outdoor space. The Information and Communication Technology (ICT) building contains teaching venues with a total of two hundred and forty (240) seats.

The building has three levels; ground floor comprising teaching venue for hundred and twenty (120) students, first floor comprising teaching venue for hundred and twenty (120) students, student breakout space, refuse enclosure and fire water tank, and ablution facilities, the first floor comprising staff service area, plant room, 13 academic staff offices, staff meeting room, ablution facilities, and, reception desk. The ICT building project commenced in August 2016 and completed in January 2018.

6.4.8.4. Science Research Facilities

The bulk earthworks for the building were carried out from October 2017 and December 2017. The building construction completion is anticipated at the end of June 2019. The building is an extension to Building L006-Science building whose completion ended in January 2016. The Science Research facilities comprises of six (6) blocks with teaching laboratories, post-graduate laboratories and offices. The building spans between two and three stories with courtyards integrated into the blocks. The accommodation schedule of the Science Research Facilities is as follows;

- Offices with associated support facilities
- Eight (8) shared Science Research Facilities for Post Graduate Studies
- 4 x eighty (80) seater Science Laboratories
- 4 x one hundred and eight (118) seater Science Laboratories
- 2 x forty-seven (47) seater GIS/Mapping laboratory
- 1 x one hundred and forty (140) seater Raked Auditorium
- 1 x one hundred and eighteen (180) seater raked Auditorium
- 1 x one hundred and thirty-five (135) seater Flat Auditorium
- 1 x one hundred-seater (100) Flat Auditorium on Upper Ground



Figure 7: Science Research Facilities

6.4.9. MULTIPURPOSE ADMINISTRATION BUILDING

The Multipurpose Administration buildings consists of two buildings; East and West with a public square between the buildings. The East building houses staff related administration facilities and the West building houses student related administration facilities, including the Registrar and Dean of Students. The buildings East and West have four and five floors respectively, assignable areas of 2 170m² and 2 222m² and efficiencies of 71% and 70%. A centralised chiller plant located away from the building is providing chilled water to the building from where air handling units distribute chilled air throughout the entire building. New furniture has been provided in accordance with the approved tier system. Hard and soft landscaping has been incorporated around the building and in the public square between the two buildings. Construction commenced in November 2016, have been completed in April 2018, and the facility handed over shortly thereafter. It is currently occupied and capitalised.



Figure 8: Multi-purpose Administration Building, West Wing



Figure 9: Multipurpose Administration Building

6.4.10. RESIDENTIAL AND SUPPORT BUILDINGS

The Residential Dining and Student Support is the mixed-use building constructed by the university to date with a total bulk of Seven Thousand Four Hundred (7400) square meters in size taking into account the service yard and all courtyards. Construction completion of the building is planned for June 2019 and occupation by the students occur at the start of the 2019 second semester. The residence portion of the building consists of student accommodation for two hundred and sixteen (216) students consisting of a mix of single rooms with shared amenities, shared rooms with shared amenities and fourteen (14) self-contained bachelor units. The shared amenities comprise of a study spaces, laundry area, kitchenettes, bathrooms and dining facilities. All the kitchenettes are fitted with cooking facilities. The design of the residences also includes four (4) universal accessible rooms and an office and apartment for the House Warden. The large communal spaces of the residence are located on the ground floor facing onto public edges and courtyards. Small student shops are located on the ground floor facing onto the internal campus street. The student dining hall (750 seats) consists of a separate 2 story building on ground floor and lower ground floor with associated industrial kitchen and associated services.



Figure 10: Residential, Dining and Student Support Building

6.4.11. CONFERENCE AND WELLNESS CENTRE

The construction of the Conference and Wellness Centre commenced in January 2018 and by December 2018 construction had advanced to 90%. Occupation of the building will occur in April 2019 pending receipt of the Fire Clearance and Occupation Certificate from Mbombela Local Municipality (MLM). The building primarily provides recreational facilities for the staff at the university and is an extension of the Hospitality and Tourism Building. The Conference and Wellness Centre and the Hospitality and Tourism building are joined through a service link in order to easily promote the movement of support staff and resources between the two buildings. The building consists of a two hundred forty (240) seater dining hall with a covered deck overlooking the main road of the university. The Dining hall is supported by a Bar area and a fully fitted kitchen. The Flexible Conference Venue is situated on the Ground floor of the building and has a capacity of two hundred and ten (210) seats if the venue is not subdivided. Other facilities within the venue include aerobic/yoga studio, support staff facilities with ablutions, reception area and offices for the administration staff.

6.5. CONCLUSION

The University has made significant strides in the development of the lower campus at Mbombela in line with the 5 year New Infrastructure Development Plan. The Management and governance of the new infrastructure at the University as well as the level of the Department of Higher Education and Training has been excellent.

7. SENATE REPORT TO COUNCIL

7.1. INTRODUCTION

Senate is the highest academic structure and was constituted in 2017 in terms of the Statute of the University of Mpumalanga. The Senate is accountable to the Council for all academic matters as contemplated in Section 28(1) of the Higher Education Act, 1997, in particular teaching and learning, research and engagement.

7.2. HIGHER EDUCATION SECTOR MATTERS

At each meeting of Senate, the Vice-Chancellor presented an overview of Higher Education Matters, thus ensuring that all members of Senate were kept abreast of the latest developments nationally and internationally in the sector.

7.3. SENATE MEMBERSHIP AND ATTENDANCE

TABLE 16: MEMBERSHIP OF SENATE AND ATTENDANCE

Name	Designation	Attendance
Prof T V Mayekiso	Chairperson & Vice-Chancellor	100%
Prof R Bernard	DVC: Academic	100%
Prof R Howard	DVC: Planning & Institutional Support	100%
Dr P Maminza	Dean of Students	100%
Mr S Legodi	Registrar	50%
Prof P Lukhele-Olorunju	Director: Research Management	75%
Prof M Mbewe	Dean: Faculty of Agriculture & Natural Sciences	75%
Mr M Maimane *	Council Representative	100%
Ms I Mahlangu*	Chairperson of the IF	100%
Dr M Madzivhandila**	Campus Director: Siyabuswa Campus	100%
Dr T Madzivhandila	Programme Leader: Bachelor of Development Studies	100%
Mr J Vele	Chief Information Officer	75%
Prof E Boshoff	Associate Professor and HoS: Development Studies	75%
Prof D Parker	Associate Professor and HoS: Biology and Environmental Sciences	50%
Mr L Ganyani	Lecturer and Programme Leader: BSc Agric	100%
Mr N Zhakata	Programme Leader: Diploma ICT	100%
Ms Z Mathe	Director: Library and Information Services	75%
Dr S Machingambi	Senior Academic Professional	75%
Prof P Siyongwana	Associate Professor	75%
Mr H Khwidzhili	Academic Staff Representative	50%
Dr J Ndoro	Academic Staff Representative	50%
Ms Y Osman	Academic Staff Representative	25%
Prof T Ngqondi	HoS: Computer and Mathematical Sciences	100%
Dr O Mhlanga	Programme Leader: Hospitality Management	100%
Ms N Shongwe	Deputy Registrar: Academic Administration	75%
Ms M Ledwaba	Council Representative	50%
Dr I Algholor	Programme Leader: Bachelor of Agriculture	50%
Dr L Bezuidenhoud	Acting Programme Leader: School of Arts	50%
Dr M Eggink	Acting Programme Leader: School of Commerce	100%

Mr E Msibi***	SRC: President	100%
Mr S Nyerenda	SRC: Member	25%
Prof F Kutu	HoS: School of Agricultural Sciences	100%
Mr M Ngcamphalala***	SRC: President	50%
J Seema	Programme Leader: Diploma in Agriculture	75%
Total		75%

* Term ended in August 2018

** Resigned in July 2018

*** Term ended on 30 October 2018

Four ordinary meetings of Senate were held in 2018 as follows:

06 March 2018
 24 March 2018
 17 September 2018
 31 October 2018

The overall attendance was 75%.

In addition to the meetings of Senate, Senate discharges its responsibilities through the work of the Executive Committee of Senate (ECS). The ECS makes recommendations to Senate on reports from all Senate Committees and Joint Management and Senate Committees.

Four meetings of the ECS were held as follows:

15 February 2018
 10 May 2018
 16 August 2018
 18 October 2018

7.4. COMMITTEES OF SENATE

The following Committees of Senate performed an advisory role to Senate in relation to core functions of the University:

- Executive Committee of Senate (ECS)
- Research Committee of Senate (RCS)
- Teaching and Learning Committee of Senate (TLCS)
- Library and Information Services Committee of Senate (LISCS)
- Timetable Committee of Senate (TOS)

7.5. JOINT COMMITTEE OF COUNCIL AND SENATE

- Honorary Degrees Committee (HDC)

7.6. JOINT COMMITTEES OF SENATE AND MANCO

- Assets Disposal Committee
- Student Accommodation Accreditation Committee
- UMP Catering Management Committee

7.7. ACADEMIC PLANNING AND DEVELOPMENT OF THE PROGRAMME QUALIFICATION MIX

In 2018, a draft enrolment plan for 2020 – 2025 was developed for the Department of Higher Education and Training (DHET) and after initial discussion with DHET, a final enrolment plan was considered and approved by Senate and submitted to Council for consideration and approval. This enrolment plan will see the University introduce new undergraduate and postgraduate qualifications and it will see the University grow to about 9 000 students in 2025 who will be registered in one of as many as 80 different qualifications.

At each meeting, Senate received a report on PQM development and programme accreditation and noted that during 2018 eight new qualifications were accredited by the Council on Higher Education (CHE) and will be launched in 2019: 13 programmes received PQM clearance from the Department of Higher Education and Training (DHET). The long-term conditions which had been in place for the Bachelor of Education in Foundation Phase Teaching, were met and the qualification was fully accredited with no conditions.

7.8. TEACHING AND LEARNING POLICY FRAMEWORK

With a complete set of teaching and learning policies in place, quality assurance and enhancement was the priority in 2018 as the University ensures that it is prepared for an external audit. A comprehensive Academic Quality Assurance Manual was approved by Senate and is now being implemented in all Schools. The manual includes standardised reporting templates for all the key academic quality assurance processes.

7.9. UNIVERSITY CAPACITY DEVELOPMENT PLAN AND GRANT

In 2018, the University Capacity Development Plan (UCDP), funded by the University Capacity Development Grant (UCDG) was launched. This plan has three main projects being:

Project 1. UMP Staff Development: Transforming Teaching, Learning and Research: towards enhanced quality, success and equity Development.

Project 2. UMP Student Development: Transforming Teaching, Learning & Research: Towards Enhanced Quality, Success and Equity.

Project 3. UMP Curriculum renewal and transformation: Transforming Teaching, Learning and Research: Towards Enhanced Quality, Success and Equity.

Each project includes a number of activity areas and is funded from the UCDG with a total allocation from the University's core grant of R 15 403 244.00. Senate received and noted biannual reports on the UCDP and excellent progress was made in all projects. The allocated UCDG for 2018 was underspent by 20% as a result of the University running some workshops in house rather than bringing in consultants.

7.10. ADMISSIONS

In 2018, we increased the enrolment of First Time Entering (FTEN) students and with the launch of three new programmes and the normal progression of students into second and third year, student numbers in 2018 (2 471) were 38% greater than in 2017 (1 791 students).

TABLE 17: STUDENT ENROLMENT STATISTICS FOR 2018

Programmes	2018		
	New	Returning	Total
Diploma in Agriculture	212	439	651
Diploma in Hospitality Management	58	57	115
Diploma in ICT	95	89	184
Diploma in Nature Conservation	73	100	173
Advanced Diploma in Agriculture in Agricultural Extension	62	/	62
Advanced Diploma in Hospitality Management	9	/	9
Bachelor of Education in Foundation Phase Teaching	111	297	408
Bachelor of Agriculture	45	79	124
Bachelor of Development Studies	121	183	304
Bachelor of Science in Agriculture	142	134	276
Bachelor of Arts	104	/	104
Bachelor of Commerce	61	/	61
Total	1093	1378	2471

7.11. DISTRIBUTION OF STUDENTS BY GENDER, RACE AND PROVINCE OF ORIGIN

TABLE 18: DISTRIBUTION OF STUDENTS BY GENDER, RACE AND PROVINCE OF ORIGIN

Category	Number	Percentage
By Race		
African	2453	99.84%
Coloured	3	0.12%
Indian	0	0%
White	1	0.04%
By gender		
Female	1435	58.40%
Male	1022	41.60%
By province of origin		
Mpumalanga	2024	82.4%
Limpopo	179	7.3%
Gauteng	123	5.0%
KwaZulu-Natal	73	3.0%
Eastern Cape	18	0.7%
Northern Cape	8	0.3%
Western Cape	3	0.1%
Free State	2	0.1%
International	27	1.1%
Total student number	2457	100%

7.12. ANALYSIS OF STUDENT ACADEMIC PERFORMANCE IN 2018

The performance of students in mid-year and final examinations varied between programmes and between academic years and a summary is provided as Table 14. Where the success rates were below the target, the Deputy Vice-Chancellor: Academic the Dean and Head of School, engaged with the relevant academic staff to establish the reasons for the poor performance and then implemented corrective action as appropriate.

TABLE 19: STUDENT SUCCESS IN 2018

Programmes	Academic year	Pass %
Diploma in Agriculture	1	84.6%
	2	77.9%
	3	80.0%
Diploma in Hospitality Management	1	76.6%
	2	89.1%
	3	91.8%
Diploma in ICT	1	74.9%
	2	81.3%
	3	89.6%
Diploma in Nature Conservation	1	69.2%
	2	86.0%
	3	100.0%
Advanced Diploma in Agriculture in Agricultural Extension	1	66%
Advanced Diploma in Hospitality Management	1	100%
Bachelor of Education in Foundation Phase Teaching	1	96.9%
	2	95.6%
	3	98.6%
	4	98.0%
Bachelor of Agriculture	1	86.5%
	2	84.8%
	3	88.0%
Bachelor of Development Studies	1	78.5%
	2	83.2%
	3	84.1%
Bachelor of Science in Agriculture	1	74.2%
	2	90.0%
	3	95.9%
Bachelor of Arts	1	68.0%
Bachelor of Commerce	1	70.3%
Overall pass rate		84.6%

7.13. ACADEMIC STAFFING

In 2018, the University continued to successfully recruit the academic and support staff required to maintain the academic project. Appointments ranged from the level of Lecturer to full Professor and we were joined by two new Professors in Agriculture. The University was awarded a further three nGAP posts and we recruited excellent young aspirant academics in Education, Hospitality and Economics.

We continued to focus on providing development opportunities for staff and we currently have 24 academic staff engaged in Doctoral Studies and seven staff members engaged with Masters Studies at various South African Institutes of Higher Education. Four staff members completed their Masters' degrees and 3 graduated in 2018.

TABLE 20: ACADEMIC STAFF QUALIFICATIONS

Highest qualification	Number	Percentage
PhD	33	30.8%
Master's	47	44.9%
Other	27	25.3%
African	83	77.6%
Indian	4	3.7%
White	20	18.7%
Total	107	100%

7.14. PROMOTION OF ACADEMIC STAFF

In 2018 the first two academics from the University successfully applied for promotion. Dr I Agholor was promoted from Lecturer to Senior Lecturer at the University, and Dr T. Mwabvu was promoted from Senior Lecturer to Associate Professor.

7.15. GRADUATION CEREMONY

The University held its third graduation ceremony on 12 May 2018 on campus at the Multi-Purpose Hall. This was the first time that the graduation ceremony was conducted at the University and marks an important development in the life of the University. 255 students graduated and the Chancellor, the Honourable

Mr Cyril Ramaphosa, the President of the Republic of South Africa officiated at the ceremony. The occasion afforded members of Council, the Student Leadership and members of the University Community to engage informally with the Chancellor.



UMP Graduation Ceremony



UMP Graduation Ceremony

7.16. ACADEMIC SUPPORT

In 2018, the University continued to support academic staff in the professional development as educators in higher education. A focus in 2018 was on preparing staff to use the Learning Management System (Moodle) and other

forms of Technology Enhanced Teaching and a range of workshops were held on both campuses in this regard. We continued to encourage staff to undertake postgraduate studies in teaching and learning and 14 staff were registered for the PGDHE at Rhodes University and 4 staff for the Higher Certificate in vocational education offered by the Tshwane University of Technology and Haaga-Helia in Finland.

7.17. RECOGNITION OF ACADEMIC EXCELLENCE

The second Academic Excellence Awards Ceremony was held on 11 May 2018 and was attended by members of Council, Senate, University staff and family and friends of the award winners. The following awards were made.

1) First Year Undergraduate Diploma and Degree

- Degree: Ms HN Mahure: Bachelor of Development Studies
- Diploma: Mr MN Shabangu: Diploma in Agriculture

2) Initial First Diploma

- Mr T Lukhele: Diploma in Information Communication Technology in Applications Development
- Ms HZ Ngoben: Diploma in Hospitality Management

3) First Degree

- Ms QP Lubisi: Bachelor of Education (Foundation Phase Teaching)

4) HL Hall Gold Medal Awards

- Mr MZ Sithole: Bachelor of Agriculture in Agricultural Extension and Rural Resource Management
- Mr TC Madlazi: Diploma in Agriculture

5) Vice-Chancellor Awards

- Best first diploma student, Ms HZ Ngoben: Diploma in Hospitality Management
- Best first degree student, Ms QP Lubisi: Bachelor of Education (Foundation Phase Teaching)

In addition, first time recipients of the Vice-Chancellor Scholarship were awarded certificates as a symbol of being recipients of this prestigious scholarship.



UMP Academic Excellence Awards



UMP Academic Excellence Awards



VC Scholarship Awards

7.18. STUDENT ACADEMIC DEVELOPMENT

The University continued to strive to provide students with academic development opportunities. Six of the top performing second year students from the Diploma in Nature Conservation were selected to participate in the Kirkwood Community College/UMP Short Learning Programme between 09 and 23 July 2018. Kirkwood Community College from Iowa in the United States has signed an MOU with UMP to collaborate in certain areas of mutual interest. One of these areas is the development of a short-term, study-abroad programme whereby Kirkwood sends 11 students and 2 staff members to UMP and this group is joined by six academically deserving UMP students. The Short Learning Programme has an academic focus and included a schedule of instruction and experiential activities at UMP, concluding with a visit and stay in the Kruger National Park at the Skukuza Science Leadership Initiative (SSLI). Dr Wisemen Chingombe, Prof. Dan Parker and Dr Liaan Minnie facilitated several aspects of the 2018 course.

Ms Precious Leutle, a third year student in the Diploma in ICT participated in the Huawei Seeds for the Future South Africa 2018 Programme and spent two weeks in China where she experienced Chinese culture and language at the same time as some of the advances in communications technology from Huawei.

7.19. RESEARCH AND KNOWLEDGE GENERATION

Research capacity development and productivity continued to be a priority at UMP in 2018. Staff members received support (financial and mentoring) for postgraduate studies undertaken at various universities in South Africa, national and international conference and or workshop attendance as well as publication of research outputs.

All research policies to promote research culture and increase productivity were workshopped and implemented during the reporting year. These include Conference Attendance Policy; Policy on Research Support afforded staff members to receive research support funds; Post-Doctoral Fellowship Policy where we processed, 4 Post-doc applications and 3 Post-docs were appointed by the end of 2018; The Policy on Research Publications enabled us to pay for page fees for 25 journal publications.

A Workshop to identify Institutional Research sub-themes was held on 18 January 2018 and funding for Institutional Research Themes approved by MANCO on 17 January 2018.

TABLE 21: INSTITUTIONAL RESEARCH THEMES AND SUBTHEMES

Theme	Subthemes	Driver
1. Ethics and Governance	<ul style="list-style-type: none"> • <i>Ethical and Moral Leadership</i> • <i>Ethics and Governance</i> 	Dr Leon Bezuidenhoud
2. Information Communication and Technology for Development	<ul style="list-style-type: none"> • <i>ICT for education and social development</i> 	Prof Tembisa Ngqondi
3. Youth Development and Empowerment	<ul style="list-style-type: none"> • <i>Graduate Employability</i> • <i>Entrepreneurship</i> • <i>Youth Wellbeing</i> 	Prof Estelle Boshoff
4. Environmental and Socio-economic Sustainability	<ul style="list-style-type: none"> • <i>Poverty Reduction and Economic Development</i> • <i>Environmental Sustainability</i> • <i>Community Development</i> 	Dr Thanyani Madzivhandila
5. Post-harvest Management and Food Security	<ul style="list-style-type: none"> • <i>Household food security and poverty alleviation</i> • <i>Post-harvest integrated pest management</i> 	Mr Sizwe Ngobeni
6. Biodiversity Conservation and Development	<ul style="list-style-type: none"> • <i>Invertebrate biodiversity conservation (cross into agri-systems)</i> • <i>Vertebrate biodiversity (including human-wildlife conflict)</i> • <i>Botanical diversity and indigenous knowledge systems</i> 	Prof Daniel Parker
7. Early Childhood Development, Education and Training	<ul style="list-style-type: none"> • <i>Challenges and opportunities related to language and literacy development in multilingual contexts</i> • <i>Aligning teacher education training with the demands of a changing society in the wake of the 4th Industrial Revolution</i> 	Mr Johan Rademeyer

7.20. RESEARCH TRAINING AND DEVELOPMENT

Financial support for postgraduate studies was sourced from NRF, ETDP-SETA and some international organizations linked to the NRF, DST and DHET. Two of our staff applied for the NRF Competitive Grant for non-rated researchers and the NRF-FRF Doctoral sabbatical Grant. Both applications were successful and awarded to Dr Inam Yekwayo and Ms Ayanda Shabalala, respectively.

The UMP staff members were mentored in the areas of research proposal and journal article writing by distinguished professors from various South African

universities. Staff members were given the opportunity to engage with their postgraduate supervisors and mentors.

The Southern African Technology Network (SATN) trained staff members in Masters' and Doctoral Proposal writing, which assisted them in submitting research proposals in preparation for registration for Masters' and Doctoral studies in 2018/2019: 4 and 1 staff members registered for Masters and Doctoral degrees in 2018/2019. Successful workshops and training in 2018 include the Writing for Scholarly Publication, Research Methods and Methodology and Data Analyses Training and Writing Retreats. Workshops worth mentioning are the Research Policies, processes and procedures' workshop for new academic staff at both campuses, and Institutional Research Themes workshops at the two campuses.

The 2018 Research Excellence Awards were received by two staff members under the UMP Researcher of the Year and Emerging Researcher of the Year categories. The recipients were Professor Tarombera Mwabvu and Dr Oswald Mhlanga from the Schools of Biology and Environmental Sciences and Hospitality Management and Tourism, respectively. Apart from the certificates awarded to them, Prof Mwabvu also received R20 000.00 to enable him to do more research as an NRF C2 rated researcher.

Three academic staff obtained their Masters' degrees during this reporting period: Ms Akhona Melani graduated with a Masters in Tourism and Hospitality Management from the University of Johannesburg; Mr Patrick Tshikudo received a Master of Sustainable Agriculture degree from the University of the Free State and Mr Raymond Mkhwanazi graduated with a Master of Education in Curriculum Studies from the University of South Africa. Three staff member submitted their Honours, Masters' and Doctoral theses for external examination in 2018 and have received excellent results from the external examiners. Mr Xolani Nkosi and Dr Eugene De Klerk will be graduating with Honours degrees in Agriculture and Psychology, respectively; Ms Woudi Von Solms and Ms Kelly Steinke will be graduating with Doctoral degrees in Tourism and English, respectively in 2019.

7.21. PARTNERSHIPS

As an engaged institution UMP places emphasis on partnerships as enablers towards the achievement of UMP Vision. Memoranda of understanding were signed with the following national and international organisations in 2018:

- a) Southern African Wildlife College
- b) South African National Parks
- c) National Electronic Management Institute of South Africa
- d) Millennium University of Malawi
- e) UEM of Mozambique

- f) Makerere University Uganda
- g) University of Western Sydney, Australia
- h) FH Joanneum University, Austria
- i) Friedrich Alexander University, Germany



UMP/Eduardo Mondlane University MOU Signing

7.22. PUBLIC LECTURES/GUEST SEMINARS

The following Public Lectures were presented in 2018.

- Professor S Sesanti of University of South Africa on Africa Day celebration 29 May 2018. He presented on “Africa in Philosophy – Philosophy in Africa: Celebrating Africa Day Philosophically”.
- Professor Abraham Pizam, Dean of the Rosen College of Hospitality Management University of Central Florida, USA delivered a Public Lecture on *The Evolving Concepts in Hospitality* on 26 February 2018.
- Professor Alexander Brem, Head and Chair of Technology Management at the Nuremberg Campus of Technology (NCT), Friedrich-Alexander-Universität Erlangen-Nürnberg, Germany, delivered a Lecture on ‘*Frugality as the new imperative for innovation from frugal products to frugal ecosystems*’ to staff and students on 31 October 2018.
- Bishop M Mpumlwana represented by Reverend Molo was the Guest Speaker at the 3rd Archbishop Thabo Makgoba Development Trust Public Lecture on 09 October 2018. His topic was “*Accountability and Organic Dimensions of*

Ethical Culture. UMP students participated in an Essay Competition linked to the Public Lecture under the same theme. The student who won the essay competition in 2018 is Mr Sonti Malahlela.

- Professors P Siyongwana, C Dranzoa, J Jansen and P Lukhele-Olorunju on 20 February, 22 February, 16 July and 20 November 2018.
- UMP co-hosted the Annual Public Lecture on Energy with the theme “*Energy Efficiency*” and the Keynote Speaker was the Minister of Energy, Hon Jeff Radebe.

7.23. POSTDOCTORAL FELLOWSHIPS

During 2018, UMP hosted five Postdoctoral Fellowships in the Faculty of Agriculture and Natural Sciences.

- Dr Kathryn Williams from the UK received the NRF/DST Newton Fund Postdoctoral Fellowship in 2017 but started work 02 March 2018. Her research was on “Evaluating the efficacy of employing women in anti-poaching as a means to increase environmental patriotism in rural communities”.
- Dr Antoine Marchal assumed duty 01 August 2017 and worked on “Using 3D tracks as a monitoring tool for African wild dogs (*Lycaon pictus*) and spotted hyenas (*Crocuta crocuta*)”.
- Dr Courtney Jade Marneweck assumed duty on 01 July 2017. She researched on “Behavioral ecology of African wild dogs within Kruger National Park”.
- Dr Jonas Idowu Sagbo assumed duty 01 August 2017. His research field is “Formulation and efficacy evaluation of traditional herbal cosmetic products”.
- Dr Hope Mauwa assumed duty on 01 April 2018. His research is on “An IOT integrated model towards inclusion of research within the High School Curriculum”.
- Dr Rebecca Welch assumed duty 01 July 2018. Her research is on “Assessing the structuring mechanisms of mesopredator and prey population in an African context.”

7.24. NRF FUNDING AND RATING OF RESEARCHERS

UMP recognizes the rating of researchers as an important benchmark of research excellence in South Africa. Professor Thoko Mayekiso submitted for evaluation in 2018 and we await the evaluation results. Two new NRF rated staff members joined UMP in 2018 increasing the number of rated researchers at UMP from 3 to 5.

TABLE 22: NRF RATING

Name	Rating	Period
Dr M Ndlovu	Y2	2014-2019
Prof T Mayekiso	C3	2013-2018
Prof V Mlambo	C3	2015-2020
Prof D Parker	C3	2017-2022
Dr T Mwabvu	C2	2018-2023

Professors Tembisa Ngqondi, Daniel Parker, Tarombera Mwabvu, Drs Wilfred Otang-Mbeng, Gordon O'Brien, Inam Yekwayo and Mduduzi Ndlovu continue to enjoy NRF funding for their research projects. Other NRF recipients for funding under the Knowledge Interchange and Collaboration Programme were Prof Daniel Parker, Dr W Otang Mbeng and Dr I Agholor. UMP nGAP scholars received Research Funding from NRF and the university was also allocated 6 NRF interns for 2018 financial year.

7.25. RESOURCE MOBILIZATION

The UMP took over the full support of emerging researchers needing Staff Mobility Grant previously subsidized by the NRF in 2017. The UMP received grants from the NRF/DST and NEMISA to the value of R2 236 251.00 for research purposes. Seven nGAP scholars received NRF funding for their research projects. Three of our Post-docs, one from UK received the NRF/DST Newton Fund and the other two Post-doctoral Fellows were part funded by NRF and Endangered Wildlife Trust. The UMP is part of an Erasmus+ consortium on Learning and Teaching Tool Fueling University Relations with the Economy (LaTFURE). The LaTFURE Project Agreement was signed by all consortium members in June 2017.

Reports on LaTFURE activities for 2018 were submitted as per the consortium agreement documents. The Steering Committee meetings held in May 2018 in Heilbronn, Germany and October 2018 in Johannesburg, South Africa. The African Consortium members met with the DHET in September and October 2018 to discuss Work Package 3. The meetings were held at DHET, Pretoria and UMP Mbombela, respectively. The UMP has an allocation of €52 372 for the project.

7.26. RESEARCH OUTPUTS

The University of Mpumalanga has done well in improving on its Research Output: our Research output has grown from 0.5 units in 2015; 16.77 units in 2016; 24.87 units in 2017 and we have submitted 55.3 units in 2018 from Journal Articles, Conference Proceedings and Book Chapters. The Department of Higher Education and Training, in their 2017 Research Annual Report, recognised the good progress that UMP has made in research output.

7.27. LIBRARY AND INFORMATION SERVICES

The new library building offers excellent facilities and services for all users, including those with special needs, ensuring they have easy access to all resources. The building has the interior that is designed in an attractive way, with artwork that reflects the university's history and its local context which creates a welcoming ambience. The total investment of R70 192 249.42 including VAT made towards the construction of the new library building has not only provided our user community an immaculate space for collaboration, information and knowledge discovery but also has led to an expansion of the seating capacity. The library's seating capacity has expanded: three folds if compared to the old library building that could only house 98 seated users. Currently, 356 seated users can be accommodated. Part of the official opening included a tour around the new library building, sharing information on the process LIS embarked on in setting up the space and developing services. The list below highlights some of the milestones achieved whilst preparing for the official opening of the library:

1. Development of library Policies and Procedures.
2. Improved Library Collection, 6 700 print books, access to resources from other universities through ILL with 86% requests filled in 2018 and an addition of an EbscoHost subscription package with +/- 60 000 electronic resources.
3. Automation of the Library through a unified library services platform Exlibris Alma and Primo enabling us to manage print, electronic, and digital materials in a single interface Management system.
4. Appointment of experience and skilled personnel to perform specialized duties that are core to library's function.



UMP Library

7.27.1. STUDENTS AND STAFF EXPERIENCES OF THE NEW LIBRARY

Since the library was made accessible to students from the 5th of November 2018, the LIS decided to conduct an interview with some of the students and staff. The aim of the interview was to understand students' and staff experiences of the new library space and facilities made available to them. Below are some of the responses gathered from students and from a staff member about the new library:

"The library is more interactive than before, there are people who can guide you through the library and that makes getting information much easier." Library Ambassador, ICT student.

"The library is a great facility I must say, compared to the previous university I was in. What I really love is that you are able to actually come here with your personal devices and have them connected to the electric boards on the tables, so there is no need for you to fight for space..." Bachelor of Science, second-year student.

"I am really loving the environment of the library, the layout, the way everything is organized, so if you know what you want eventually you will know where to find it.....it's just a conducive place to find yourself in." Bachelor of Arts in Psychology student.

“The music playing in the background is pleasant and not a destruction. I feel like it’s something that is exclusive to our library, which makes it unique and it also encompasses the idea that our university is recent and also unique.” Bachelor of Arts first-year student.

“When I visit the library it actually makes me wish to be a student again, looking at what is available to our students, to be honest it’s what any university would wish to have as an environment for learning for our students.” Senior Lecturer, Economics.

Setting up new library is a collaborative effort that requires expertise across different functional divisions of the university. Therefore, LIS extends appreciation and gratitude to teams that contributed significantly in making the journey a success. Appreciation and thanks goes particularly to the Office of the Vice-Chancellor, MANCO, and colleagues from the New Infrastructure, ICT, Finance, HR and Operations divisions. These colleagues including those working in the library, supported the LIS vision and worked tirelessly in making the LIS project a success and for that we as LIS are grateful for the support.

7.28. NATIONAL SCIENCE WEEK

The National Science week was launched at the University of Mpumalanga by the Honourable Minister for Science and Technology, Ms Mmamoloko Kubayi-Ngubane on 28 July 2018. The launch included 77 exhibitors and was attended by 3 500 learners from different schools in the Province.

7.29. CONCLUSION

Senate has done sterling work in the period under review . Increased research outputs, improvement of academic qualifications by a number of staff members, students’ pass rates support this assertion. Partnerships and collaborative work received adequate attention. Post-Doctoral students continue to add value to the university . A series of lectures, to cater for the holistic development of students finds expression in projects like the Bishop T Makgoba annual lecture.

Senate will continue in this trajectory of striving for excellence all the time.

8. REPORT OF THE INSTITUTIONAL FORUM OF COUNCIL FOR THE YEAR ENDED 31 DECEMBER 2018



Mr S Legodi, Acting Chairperson of the IF

8.1. INTRODUCTION

In accordance with chapter 6, section 39 (1) of the Institutional Statute (IS) and section 31 (1) of the Higher Education Act (Act No. 101 of 1997) as amended, the Institutional Forum (IF) advises Council on matters affecting the University such as:

- a) The implementation of the act and the national policy on higher education;
- b) The formulation of race and gender equity policies;
- c) The suitability for appointment of candidates for executive management positions;
- d) Codes of conduct;
- e) Mediation and dispute resolution procedures; and
- f) The formulation of policy in fostering an institutional culture characterised by tolerance for diversity of opinions, respect for fundamental human rights and the promotion and protection of high academic standards.

The Institutional Forum performs such other functions as determined by the Council of the University of Mpumalanga. In 2018, the Institutional Forum was fully constituted and functional. In accordance with regulation 3.1.4 on annual reporting, the report of the Institutional Forum to the Council includes all instances of advice sought and given to the Council.

8.2. COMPOSITION

The composition of the Institutional Forum and attendance to meetings during the reporting period was as follows:

TABLE 23: MEMBERSHIP AND ATTENDANCE OF INSTITUTIONAL FORUM

	Name	Designation	Constituency	% of Attendance
1	Ms IM Mahlangu***	Chairperson (membership terminated in August 2018)	Council Member	50%
2	Vacant	Deputy Chairperson	Member	N/A
3	Mr S Mbuyane****	Member	NEHAWU	100%
4	Mr Henry Matonsi**	Member	NEHAWU	25%
5	Ms M Pasha**	Member	Academic Staff	0%
6	Mr S Legodi	Member (Acting Chairperson from September 2018)	Management	100%

7	Prof R Bernard	Member	Management	75%
8	Prof T Ngqondi	Member	Senate Member	50%
9	Mr M Ledwaba	Member	Council Member	100%
10	Mr P Mtsweni*	Member	Support Staff	50%
11	Mr S Radebe**	Member	Support Staff	50%
12	Mr W Schroeder*	Member	Academic Staff	50%
13	Mr R Khwidzhili*	Member	Senate Member	50%
14	Ms G van der Linde	Member	National Tertiary Education Union (NTEU)	75%
15	Ms N Mnisi**	Member	Support Staff	50%
16	Ms E Maibelo*	Member	Support Staff	75%
17	Mr M Ngcamphalala****	Member	SRC President	50%
18	Mr C Mashabane*****	Member	New SRC President	0%
19	Mr A Mashego****	Member	SRC Secretary General	25%
20	Ms S Mlambo*	Member	SRC Secretary General	0%
21	Ms S Seitshiro	Member	VC Appointee	50%
22	Ms Q Mashaba	Member	VC Appointee	75%
23	Prof P Olorunju	Member	VC Appointee	75%
24	Adv T Seboko*****	Member	Council Member	0%

* Term of office ended in March 2018

** Term of office started in May 2018

*** Term of office ended in August 2018

**** Term of office ended in October 2018

***** Term of office started in November 2018

8.3. MEETINGS

During the reporting period, the Institutional Forum held four ordinary meetings on 19 March, 01 June, 13 September and 02 November 2018.

8.4. PROGRAMME OF ACTION FOR 2018

Work is in progress as the IF Plan of Action for 2018 was implemented. The IF appointed Task Teams to implement its activities as planned. The Task Teams broadly reviewed the implementation of national policy on higher education and other institutional policies in line with the mandate of the IF and will be issuing review papers that the IF will use as basis of advice to the Council.

8.5. ADVICE TO COUNCIL

The IF provided the following key pieces of advice to the Council.

8.5.1. TRANSFORMATION (EQUITY)

The IF advised that the staff and student profile of the university to reflect proportional representation of the South African population. The IF is monitoring the evolving employment equity and student enrolment profile of the university. The IF appreciates that the university has established an Institutional Transformation Committee. This structure will assist the university to fit its mandate into the broader agenda for transform in the higher education sector.

8.5.2. STAFF AND STUDENT PROTEST IN 2018

The IF considered the protest action by students of the university in August 2018 and appreciated that subsequently the Council was able to find common ground with the students and that measures were taken towards resolving the dispute. The IF implored the Council to see the conflict beyond the students and open the platform for dialogue in order to pin-point the problem and its cause. The Council was advised to hold dialogue with leaders of all the stakeholders affected and party to the dispute.

The IF also noted the unprotected protest by employees of the University in November 2018 and condemned the unlawful disruption of operations, the injuries sustained and trauma inflicted on students and personnel and the regress on goodwill. The IF appreciated the effort made by the Executive of the Council to meet with the stakeholders involved in the conflict. The IF pleaded with Council to continue its efforts to seek by all means possible strategies to quell the conflict and ensure that a safe and stable institutional environment prevailed.



Mr S Legodi

Acting Chairperson of the Institutional Forum

9. REPORT OF THE VICE-CHANCELLOR ON MANAGEMENT AND ADMINISTRATION



Prof Thoko Mayekisa, Vice-Chancellor

9.1. INTRODUCTION

The management and administration systems and processes at the University continued to be developed as well as consolidated during the period under review. This contributed to the efficiency and effectiveness of the management and administration of the University. The Executive Management team of the University in its current composition has been in place for the past four years and this has resulted in improved levels of performance as the necessary experience has been acquired. This is reflected in the outstanding performance with the implementation of the 2018 APP which stands at 95%.

The year under review coincided with the first five years of existence of the institution. This important milestone afforded the Management of the institution an opportunity to reflect on achievements during the first five years as well as areas of development.

Five years is considered a great marker, at which to pause, reflect, take stock and map the way forward. As part of our reflections we considered the following graduate attributes and how as an institution we can contribute to the employment and entrepreneurship of our students:

- Resourceful, responsive and responsible;
- Sound discipline knowledge;
- Innovative and entrepreneurial;
- Confident and effective communicators;
- Ethically and socially aware change agents; and
- Adaptable.

We have made significant strides in creating a supportive and stimulating environment for staff and students to realise their potential in teaching and learning, research and engagement. We increased our enrolment from 169 in 2014, to 2 455 in 2018. Our accredited academic programmes increased from three programmes in 2014 to 17 in 2018.

UMP continued to position itself as an African University rooted in its home province, Mpumalanga, and is responsive to its political, socio-economic, geographical and historical contexts, as well as its place in the world. Our pioneering journey and our relentless pursuit for academic excellence have taught us many lessons, amongst others being the importance of consistent hard-work, determination, perseverance, resilience, passion, integrity and ethical leadership in navigating and shaping our developmental trajectory. As an engaged institution, we place great value on partnerships and networks as both drivers and enablers in achieving our vision to be “An African University leading in creating opportunities for sustainable development through innovation”. UMP’s partnerships and networks are probably one of our distinctive features and we pride ourselves for fostering strong, vibrant, mutually beneficial partnerships with strategic stakeholders.

The iconic infrastructure and landscaping provide a multifaceted environment inspiring both social and intellectual exchange in an atmosphere that is unconventional, original and creative. We are creating social spaces for crucial conversations with both internal and external stakeholders, thereby creating a modern, stimulating and inspiring environment that promotes and rewards academic excellence.

Although challenges were experienced along the way during the first five years, we focused on excellence and results and did not allow any negative energy to divert us from our goals and purpose. In the next five years, we will continue to focus on results, the creation and maintenance of an enabling environment for teaching and learning, research and engagement, as well as the cultivation of mutually beneficial relationships with our internal and external stakeholders, based on mutual respect.

9.2. PRINCIPAL MANAGERIAL/ADMINISTRATIVE ACHIEVEMENTS

2018 was the third year of the implementation of the UMP Strategic Plan. Satisfactory progress has been made towards the attainment of strategic goals and objectives articulated in the Strategic Plan.

The strategic implementation has been undertaken primarily through the institutional level Annual Performance Plans, which are monitored by Council, and the Operational Plans of all the divisions within the University. The monitoring of the latter is a management responsibility. In addition, the implementation of the Annual Performance Plans is audited by the Internal and External Auditors.

The Mid-Term Review of the Strategic Plan will be undertaken in 2019 and it will provide us with a good indication of the progress with the implementation of the Strategic Plan.

9.3. MANAGEMENT COMMITTEE

The Management Committee (MANCO) was fully functional and met twice a month as per its terms of reference. MANCO is a consultative and Advisory Committee assisting the Vice-Chancellor in the planning and execution of the management and administration of the University in accordance with the Statute and the Rules. 2018 was the fourth year of appointment of the majority of MANCO members. As a result, performance across all MANCO portfolios was improved in 2018 due to skills and experience acquired during the previous years as well as the development opportunities that were made available.

The Extended Management Committee (EMANCO) comprising all MANCO members, Senior Directors, Dean, Deputy Registrar and Directors was provided with training on Ethical and Moral Leadership that was initiated in 2017.

9.4. MANCO SUB-COMMITTEES ESTABLISHED IN 2018

The following MANCO sub-committees were established in 2018:

- Assets Disposal Committee
- Student Accommodation Accreditation Committee
- UMP Catering Management Committee

9.5. WELCOMING CEREMONIES

The Welcoming Ceremonies for the first-year students and their parents were held on 27 January and 03 February in Mbombela and Siyabuswa Campus, respectively. The ceremonies were well attended and involved a welcoming address by the Vice-Chancellor and a “*meet and greet*” by the Dean of the Faculty of Agriculture and Natural Sciences (at the Mbombela Campus), management and the academic staff.

9.6. STAFF INDUCTION

UMP recognizes the importance of staff induction, and staff induction workshops were held on both campuses as per the dates below:

TABLE 24: STAFF INDUCTION		
Campus	Dates	Number of Staff Inducted at both Campuses
Mbombela	28 May 2018	11
Siyabuswa	20 November 2018	49

9.7. ADEQUACY OF STAFFING LEVELS

UMP continued with its drive to fill critical academic and support staff positions. Although the filling of vacant positions happened at all levels, the recruitment strategy focused on recruiting senior staff to the University. There was a concerted effort to recruit academic staff with doctoral degrees. This has resulted in the significant improvement in the staff levels in the various Schools.

Table 25 below reflects the distribution of staff in 2018 by gender, race, nationality and disability.

TABLE 25 DISTRIBUTION OF STAFF IN 2018 BY GENDER, RACE, NATIONALITY AND DISABILITY			
		2018 Number	Percentage
Total Staff	Male	190	50%
	Female	192	50%
	Disabled	2	0.5%
	African	338	88%
	Coloured	1	0.3%
	Indian	6	2%
	White	37	10%
	South African	355	93%
	Foreign National	27	7%
	Academic	126	33%
	Professional and Support Staff	256	67%
	Total	382	100%
Academic Staff	Male	72	57%
	Female	54	43%
	Disabled	1	1%
	African	93	74%
	Coloured	0	0%
	Indian	4	3%
	White	29	23%
	South African	101	80%
	Foreign Nationals	25	20%
	Total	126	100%
Support Staff	Male	118	46%
	Female	138	54%
	Disabled	1	0.3%
	African	245	96%

Coloured	1	0.3%
Indian	1	0.3%
White	8	3%
South African	254	99%
Foreign Nationals	2	1%
Total	256	100%

According to Table 25, the gender distribution of the total staff complement at the University is 50% female and 50% male. The majority of the staff (88%) are African followed by staff who are classified as White (10%). It is interesting to note that 23% of the academic staff are classified as White with 74% classified as African. 20% of academic staff are foreign nationals. Only 43% of the academics are female compared to 57% who are male.

UMP will continue with its drive to recruit staff with a diverse background in terms of gender, race, nationality and disability. The University is actively participating in the nGAP (Next Generation of Academics Programme) under the auspices of the Department of Higher Education and Training (DHET) to bring in emerging academics to the higher education sector.

9.8. THE QUALITY OF INFORMATION AVAILABLE TO MANAGEMENT

UMP made significant strides in ensuring that our ICT policies, systems and process are aligned with international standards on ICT governance. We made substantial investments in maintaining, expanding and improving our ICT infrastructure in support of E-Learning, innovative research and development, and enhanced work quality and productivity.

Further phases of upgrades to the IT infrastructure were completed on the Siyabuswa Campus. The Network Infrastructure at Siyabuswa Campus consisted of both Alcatel and Cisco Network Switches and Wireless Access Points. In 2018, UMP spent R1 730 350.53 on hardware and software, network equipment including labour to upgrade the Siyabuswa ICT Infrastructure to Cisco Network Switches and Wireless Access Points.

TENET completed the Siyabuswa Virtual Private Networks (VPN). Prior to the upgrade of the VPN link, the Siyabuswa Campus was connected to the Mbombela Campus through a 40 mbps connection hosted by Unics Technologies CC. The Siyabuswa VPN was upgraded from 40 mbps to 160 mbps on 06 August 2018. This upgrade enabled the Siyabuswa Campus to be connected to the SANReN network with a cost saving. Plans to install the fibre at the Siyabuswa Campus are

underway. These upgrades and VPN connection have resulted in improved Wi-Fi coverage for students and staff, improved connectivity, more stable and reliable IT network, increased speed in accessing the internet and emails for both staff and students, improved video conferencing communications and installation of the VOX telephone system similar to system at the Mbombela Campus.

The bandwidth was upgraded from 1 Gbps to 10 Gbps at the Mbombela Campus. Enhanced bandwidth increases voice and data communications.

ICT Services completed the installation of the System Centre Configuration Manager (SCCM) on 01 November 2018. The SCCM is a software management suite provided by Microsoft and provides for remote control, patch management, software distribution, operating system deployment, network access protection and hardware and software inventory monitoring and various other services.

ICT Networks and telephone infrastructure were completed in a number of new buildings: Building 10, Academic Building, Teaching Block and the Hospitality and Tourism Building.

The quality of information available to management and the administrative processes continued to improve in 2018 and were reliable for purposes of decision-making. The Higher Education Data Analyser (HEDA) system provided the University with a tool for management information and business intelligence to enable users to access reliable, timely, accurate data and apply, process and store information in a secure and reliable environment. Staff members continued to receive training in Integrated Tertiary System (ITS) to enhance the quality of information at the University and to reduce reliance on ADAPT IT.

ICT infrastructure software applications services to staff and students and provided capacity development for staff and students through various training initiatives. Significant strides were made in developing UMP's Intranet and the Meeting Hub Portal. The Meeting Hub Portal, piloted with UMP Council members, permits more cost-effective meeting logistics with the ultimate objective to move towards paperless meetings. The purpose of an Intranet is to provide a vehicle for communication, similar to the world wide-web that is pertinent to the organization, but is restricted to internal users only.

The Student Portal provides student access to their results, financial information, on-line application, time-tables, sports and societies' activities and other information. They can also access learning materials from Moodle, a learning management system, and submit online via Moodle assignments.

Lecturers can post video clips, live recording of lectures and communicate with students. The Staff Portal consists of various divisional pages including a page

for the Vice-Chancellor's Office. Staff can store and access information about the organisation structure, functional areas, divisions, policies, plans and other important institutional information.

MANCO approved the use of the Archibus System as the standard facilities management system. Archibus provides the University with applications that work together as one system, streamlining maintenance with the hard data, automation, and digital communication that the University needs to create an effective strategy. The solution is cloud-based and primarily making it a cost-effective solution to use, maintain and upgrade. The data is stored in the cloud which will make backup and recovery of data relatively much easier. As part of rolling out of this project, the Project Steering Committee and users from both campuses were trained and User Acceptance Testing on the different system modules was conducted.

9.9. SAFETY AND SECURITY

In 2018 another Security Assessment Report was commissioned for another three year period. Unfortunately, this report was not as comprehensive as the previous report (2015-2018) and a decision was taken by MANCO to augment the report. In December 2018, a Threat and Risk Analysis was conducted focusing on the members of Management following the protest actions.

Institution has revised and developed security management policies and procedures to ensure sound and safe campuses despite high traffic as a result of continuous construction taking place particularly at Mbombela Campus. The following procedures have been implemented to improve the security and safety: Access Control, Search and Seizure, Crime Reporting, and Procedure for Seizure and Disposal of Narcotics and Unauthorized Liquor within the University Premises.

The following areas were prioritised in 2018: monitoring and maintenance of electronic emergency exit doors, repairs and installation of CCTV cameras in all buildings and residences and activation of the alarm system. The renovation of the control room was completed by the end of June 2018. The burglar alarm system was activated in Block C of the new residence, Loskop, Dikaap and the Library. Evacuation procedures were displayed at both campuses. The electronic access control system was improved, and all security managers were given training on the system.

For the security of students in the residences, medical emergency services were as available, fire escape routes installed, and police, fire and medical emergency numbers were displayed.

Three workshops were conducted on safety and security and two workshops were conducted on safety and security awareness at the Mbombela Campus on 02 February and 18 September 2018. Two safety and security awareness workshops were conducted at Siyabuswa Campus residences on 20 September 2018.

9.10. SAFETY, HEALTH AND ENVIRONMENT

The Safety, Health and Environment was audited by the Internal Auditors in 2018. Action Plans were developed to address the Audit findings. One of the Action Plans involved the appointment of 16.2 officials to assist the 16.1. (Vice-Chancellor). The management of the SHE portfolio of the University is outsourced to Ashreq a service provider with extensive experience and good track record in managing SHE related matters. The University of Mpumalanga has revised and implemented its *SHE Management Policy* in compliance with the *OHS Act and Regulations*, health legislation as well as the relevant environmental legislations. As part of the university commitment to SHE, the UMP contracted ASHREQ as a SHE manager and conducted SHE legal compliance audits in 2018 at both campuses.

Based on the findings from the audits as well as improvement required, the University developed a Three-year SHE Management Plan 2018-2020 to guide the implementation of the identified gaps.

The following areas were prioritised in 2018: Monthly OHS inspection by Health and Safety Representatives for the period under review as required by the Section 5.1.6 & 5.4.1 of the Safety, *Health and Environmental Management Policy*. Displaying of the OHS Act 85 in various buildings. The SHE Policy was displayed on the UMP Intranet, accessible to all staff and students.

Four fire drills were conducted at the Mbombela Campus at building 12, 10 and 3 (library) on 08 – 20 September 2018 and four fire drills at Siyabuswa Campus on 20 September 2018 in all four student residences. The SHE Inductions were conducted on 05 -18 October 2018 at both campuses. All buildings that contain hazardous materials were marked with appropriate signage. SHE training was conducted on 07 – 18 May 2018 at the Siyabuswa campus and 26 March – 05 May 2018 at the Mbombela Campus.

9.11. STUDENT SERVICES AND EXTRA-CURRICULAR ACTIVITIES

The University continued, during the reporting period, to provide sporting and recreation and other extra-curricular opportunities and activities for students. This is a direct response to the University's strategic objective to promote the holistic development of students through the provision of quality student experience.

The University was able to establish a number of recreational and sporting codes and teams in both its Campuses. Seven (7) sporting codes, namely, athletics, netball, volleyball, soccer, basketball, tennis and chess, were functional during the year. Our students participated in a number of sporting activities during the year.

These included the UMP Athletics day held at the Mbombela campus in March 2018 where 19 athletes were selected to represent UMP in the 2018 USSA Athletics tournament; the netball teams from both Mbombela and Siyabuswa Campuses participating in the Mbombela and the Nkangala netball leagues, respectively; the football teams also participated in their respective leagues in Mbombela and Nkangala; University Basketball team participated in the North West University Basketball Tournament which was held in March 2018 and also participated in the Basketball tournament held at the University of Limpopo in July 2018. The tennis team participated in the tennis tournament held at the University of Limpopo in July 2018. UMP participated in the Tri-Varsity tournament that was held at Sefako Makgato University in April 2018. The three Universities that were in action were UMP, TUT and SMU. As part of Women's month Celebration in August 2018, the University, in partnership with Love Life, hosted indoor games where students participated in activities like Diketo, Kgati, Encuva, Morabaraba, Love4Life Challenge, and many more activities from Love Life.

The University held a Sports Indaba in October 2018, where a planning for the 2019 academic year was concluded. Five sporting codes, Athletics, Volleyball (males and females); Netball, Football (males and females) and Chess participated in the 2018 USSA tournaments.

The University succeeded in creating a number of student societies through which students participated in the promotion social cohesion, community projects as well as living and learning opportunities on campus. Over 15 student societies were active during the reporting period. ENACTUS: UMP, one of the student societies, continued to be active as a society and ran its activities on the development of communities both in Mbombela and Nkomazi. The ENACTUS: UMP Team was amongst the 16 Universities that made it to the 2018 ENACTUS National Competitions held at the Sandton Convention Centre in July 2018.

The Team made it to the last 4 and became the 3rd runner up. Our project, the Hatching Hope Chicken Project was the overall winner of the NEDBANK Scaling for Impact Challenge Award and got a trophy and R50 000 prize money. The project was also the overall winner of the Harmony Gold Business Solutions for Community Development Award and got a trophy. The Team also won the qualifiers trophy, the semi-finalists trophy, the 3rd runner up (position 4) trophy. The University held a celebration function for the ENACTUS Team in Aug 2018 at the Mbombela Campus.

UMP students enthusiastically participated in the Mandela Day events that were organised by the University in different communities both in Mbombela and Siyabuswa.

The University succeeded in providing over 25 personal development programmes for its students ranging from financial literacy training to health-related training and interventions. For the first time in 2018, the University provided counselling services to students as well as health services at the Mbombela Campus.



Student Achievement ENACTUS Team

9.12. RELATIONSHIP WITH THE UNIVERSITY COMMUNITY

In 2018, the University experienced sustained protests by staff who were members of NEHAWU. The staff protests were experienced at both campuses and required the intervention by the Department of Higher Education and Training (DHET). The Director General, Mr G Qonde visited the University and engaged with various stakeholders both internal and external to the University.

9.13. AFRICA DAY

UMP celebrated Africa Day at Mbombela on 29 May 2018. The Guest Speaker was Prof Simphiwe Sesanti from the University of South Africa. He presented on “*Africa in Philosophy – Philosophy in Africa: Celebrating Africa Day Philosophically*”.



UMP Celebrating Africa Day

9.14. MANDELA DAY

The students and staff from both Mbombela and Siyabuswa Campus participated in the Mandela Day event which was held at 13 different venues. The event included donations of sanitary towels, planting vegetable seedlings in the school gardens, and also provided academic advice to students from the community. Below is the list of areas visited.

**TABLE 26: PARTICIPATION OF STAFF AND STUDENTS
IN MANDELA DAY ACTIVITIES**

	Mbombela	Staff	Students	Total
1	Kamagugu Inclusive School	14	0	14
2	SOS Village Kamagugu	33	49	82
3	Cyril Clark School	19	0	19
4	Woodhouse Care Centre	19	4	23
5	Lowveld SPCA	4	0	4
6	Enactus Group Pienaar	5	25	30
7	Joy Home Based Care - Clau Clau	35	15	50
8	Knitting Project	33	0	33
	Total Mbombela Campus	162	93	255

	Siyabuswa	Staff	Students	Total
9	Nnalete Tribal Office			
10	Ramokgeletsane Community Centre			
11	Lutheran Church			
12	Bohlale Day-Care Centre			
	Total for Siyabuswa Campus	70	109	179
	Total UMP staff and students involved in the celebration of the 100th Birthday of Madiba	232	202	434

9.15. WOMEN'S MONTH ACTIVITIES

The Women's Breakfast in honour of Women's Day was held on 21 September 2018 and was attended by 160 women from both UMP Campuses. The theme connected with the life of Albertina Nontsikelelo Sisulu, a "*Woman of fortitude*".



UMP Women's Breakfast in Honour of Women's Day

9.16. EMPLOYEE WELLNESS

The Wellness days for Mbombela and Siyabuswa campuses were held on 29 June and 06 July 2018 respectively.

The UMP has established a partnership with South African National Blood Services (SANBS), to assist with the blood donation drive campaign. Quarterly activities are conducted, and for this period staff blood drive donations took place on the 14 June 2018 and 19 September 2018.

9.17. FIRST ANNUAL UMP GENDER-BASED VIOLENCE SYMPOSIUM

“Creating Safe Spaces”



UMP Students and Staff's March as part of the Gender-Based Violence: Creating Safe Spaces Campaign

Universities are expected to be at the forefront of social justice and human rights. These are spaces where development of critical social inquiry and reflection, especially regarding gender and its fluidity, gender roles and relations, sexual orientation, identity development and expression should take place. Currently, most universities seem to reflect societal prejudice, discrimination and stigmatization and remain spaces where Gender-Based Violence (GBV) prevail. GBV represents active attempts to enforce, maintain and sustain discrimination against women and gender non-conforming persons including Lesbian, Gay, Bisexual, Transgender, Intersex, Queer, and Asexual persons (LGBTIQA). It is often a life and death matter especially for the above-mentioned groups of people. GBV includes, among others, acts of rape, emotional, financial and sexual abuse, femicide by partners and homophobic attacks.



UMP Students and Staff's March as part of the Gender-Based Violence: Creating Safe Spaces Campaign

On the 26th October 2018, the University of Mpumalanga (UMP) had its first Gender-Based Violence Symposium under the theme "Creating Safe Spaces". UMP students and staff members joined hands to demonstrate their solidarity in their commitment to create and maintain safe spaces at UMP. This was in response to the on-going and ever-increasing scourge of Gender-Based Violence in Higher Education Institutions as well as in the South African society at large. The objective of this symposium was to explore ways of creating and maintaining 'safe spaces' that are supportive of diversity and inclusivity.

Members of staff and students of the University of Mpumalanga together with Ntini Foundation came together, under the leadership of Dr Nonzwakazi Maqubela, Prof Estelle Boshoff and Mrs Kgaugelo Ntini and organized a

three-phase Symposium that started with a march by students and staff members, followed by a key-note speech and ended up with a dialogue. The event is part of ongoing campaigns, which include various other activities such as debates, discussions, and dialogues and silent protests on GBV and “*Creating Safe Spaces*” on campus.

The success of the event is attributed to staff and students’ committed to raise awareness against gender violence. It was humbling to witness students across faculties tirelessly engaging in creative efforts with such keen interest in preparation for and in making the event a success.

9.18. SELF-ASSESSMENT STATEMENT OF THE ACHIEVEMENTS OF THE VICE-CHANCELLOR

The overall performance of the institution during the year under review has been excellent. Notable developments took place as far as the academic project is concerned in relation to the three missions of the institution, namely, teaching and learning, research and engagement in line with Vision 2022.

The Vice-Chancellor has been instrumental in the establishment of partnerships with strategic partners nationally and internationally. A number of opportunities were created for our staff and students to engage with national and international stakeholders in line with UMP slogan of “*Creating Opportunities*”. Our students participated in national events. UMP’s development and growth has been multi-dimensional and multi-faceted. Although the development of the physical infrastructure is visible, substantial development took place in 2018 in terms of student and staff numbers, accredited research outputs, academic programmes on offer and the general intellectual culture at the University.

The public lectures presented at the University have contributed to public intellectual engagement at the University. A number of these public lectures are attended by members of the community. The completion and occupation of the state-of-the-art library and Information Services building is one of the 2018 highlights.

9.19. CONCLUSION

2018 marked the first five year since the establishment of UMP. It provided the UMP community with an excellent opportunity to reflect on the Pioneering Journey. Our Pioneering Journey and our relentless pursuit for academic excellence have taught us many lessons, among others being the importance of

consistent hard-work, determination, perseverance, resilience, passion, integrity and ethical leadership in navigating and shaping our developmental trajectory.

We will revisit and revise our initial strategies against the backdrop of the lessons we have learnt along the way. We must remain forever vigilant to ensure that we do not become oblivious to new avenues as they arise. Agility, flexibility and openness to embrace change, the adaptability of our values and graduate attributes, should be what we always strive for at UMP.



Prof T V Mayekiso
Vice-Chancellor

10. REPORT ON INTERNAL ADMINISTRATIVE/OPERATIONAL STRUCTURES AND CONTROLS

The UMP maintains systems of internal control over financial reporting, construction of buildings and the safeguarding of assets against the unauthorised acquisition, use or disposal of such assets. Such systems are designed to provide reasonable assurance to the UMP and the Council regarding an operational environment that promotes the safeguarding of the UMP's assets and the preparation and communication of reliable financial and other information.

This includes documented organisational structures setting out the division of responsibilities, delegations of authority as well as established policies and procedures, including a Code of Conduct that is communicated throughout the organisation to foster a strong ethical climate.

Information systems utilising modern information technology are in use throughout the organisation. All have been developed and implemented according to defined standards to achieve efficiency, effectiveness, reliability and security. Accepted standards are applied to protect privacy and ensure control over all data, including disaster recovery and "back-up" procedures. Systems are designed to promote secure ease of access for all users. The development, maintenance and operation of all systems are under the control of competently trained staff. Some services remain outsourced in order to accommodate the current low level of in-house IT capacity. UMP is currently building up its capacity in this regard.

In utilising electronic technology to conduct transactions with staff and with third parties, control aspects receive close scrutiny. Procedures are designed and implemented to minimise the risk of unauthorised access, fraud and or error. Corrective actions are taken to address control deficiencies where these, and other opportunities for improving systems, are identified.

The Internal Audit function is outsourced and monitor the operations of internal control systems and report findings and recommendations to Management and the Audit, Risk and IT Governance Committee (ARIGC). The Council, operating through its ARIGC, provides oversight of internal control systems and the financial reporting process.

There are inherent limitations to the effectiveness of any system of internal control, including the possibility of human error and the circumvention or overriding of controls. Accordingly, even an effective internal control system can provide only reasonable assurance with respect to financial statement preparation and the safeguarding of assets. Furthermore, the effectiveness of an internal control system can change according to circumstances.

Based on this assessment, the UMP believes that, as at 31 December 2018, that reasonable assurance is provided that its systems of internal control over its operational environment, information reporting and safeguarding of assets against the unauthorised acquisition, use or disposal of assets, is designed and operating effectively.

11. ANNUAL FINANCIAL REVIEW

11.1. GOVERNANCE AND CONTROLS

The Annual Financial Statements have been prepared in accordance with the Department of Higher Education and Training (DHET) reporting requirements and the International Financial Reporting Standards (IFRS) as per the Higher Education Act.

UMP is committed to good corporate governance and sound financial management. The Annual Financial Statements for 31 December 2018 cover all activities of UMP.

Appropriate uniform financial policies and procedures have been developed for UMP and are continuously revised to improve internal controls.

11.2. BUDGETING PROCESS

A zero based budgeting approach was followed in the preparation of the 2018 budget, with specific variations where considered applicable, based on growth projections for staff, students and infrastructure developments and projected operational changes and requirements.

11.3. HIGHER EDUCATION ENVIRONMENT

University students are becoming more reliant on DHET bursary funding due to the growing number of financially disadvantaged students. The sustainability thereof could influence the future recovery management of student debtors and

decrease the risk of incurring bad debts. The Department of Higher Education and Training (DHET) has covered the increase in tuition fees for 2018, up to a maximum of 8%, for all students whose household income does not exceed R600 000 per annum.

11.4. OVERVIEW OF 2018 FINANCIAL POSITION

UMP recorded a Surplus (Deficit) of R68.431m (2017 – (R34.258m) for the year under review. The Council resolved that the 2017 Deficit be funded from the UMP reserves.

Government subsidy grant of R328.425m (2017 - R203.604m) was received during the year under review. The increase in the grant was in tandem with the growth of staff and student numbers as well as the growth of the university's ever expanding infrastructure.

The expanding infrastructure directly impacts on the cost of maintenance, cleaning, rates and taxes, water and electricity, security and relevant support staff cost. The DHET together with National Treasury has been extremely helpful by assisting the UMP with additional subsidy grant to compensate for the additional cost of growth for the 2018 and 2019 financial years.

Student debt remains a high risk to the UMP as the majority of its students are from financially constraint families. The introduction by DHET of the DHET bursary, funding to cover the increase in 2018 tuition fees to a maximum of 8% for the “missing middle” as well as financial support by Funza Lushaka and various SETAs, has greatly assisted the UMP to recover and minimise its student debt. The student debt at the year-end was R14.973m (2017 - R16.274m) after providing for doubtful debts of R17.964m (2017 - R15.708m). Careful monitoring and management of student debt and facilitation with both governmental and non-governmental stakeholders for student bursaries, will be required to ensure that student debt remains within manageable parameters.

The improved student funding and recoverability from the various funders, in addition to the subsidy from DHET (based on the growth of the UMP and inflation) has ensured UMP's financial sustainability. This is validated by the return to Surplus for the year as well as the improved liquidity position of R174.649m. Any surplus funds are invested in high yielding, capital preservation and easily converted to cash investments as advised by a Financial Broker.

An amount of R638.508 (2017 - R662.052) was received from DHET during the year for future infrastructure development to be managed by UMP. The infrastructure development is progressing well within budget and timelines.

Buildings and other assets of R643.100m (2017 - R310.214m) was capitalised during the year. Recognition needs to be given to DHET for their continued funding support towards the infrastructure expansion of UMP.

The University's management wishes to thank Council's Audit, Risk and IT Governance Committee (ARIGC) as well as the Government, Finance and Investment Committee (GFIC) for their guidance and commitment in steering the institution.



Mr T G Mokoena
Acting Chairperson: Governance Finance
and Investment Committee



Mr K D Pather
ED: Finance

12. AUDIT, RISK AND IT GOVERNANCE COMMITTEE REPORT (ARIGC)

(Incorporating the report on risk exposure assessment and the management thereof)

This report is provided by the ARIGC appointed in respect of the year ending 31 December 2018.

12.1. MEMBERS OF THE ARIGC

The members of the ARIGC are all independent Council members, or independent external members. The members of the ARIGC during the year were:

- Mr T G Mokoena (Chairperson)
- Ms G A Deiner
- Mr D Ramasodi (appointed 27 March 2018)
- Mr O Galane (appointed 15 August 2018)
- Mr A C Keyser (term ended 31 December 2017)
- Ms C Ledwaba (term ended 14 August 2018)
- Ms H Thrush (term ended 14 August 2018)

The Committee is satisfied that the members have the required knowledge and experience.

12.2. AUDIT, RISK AND IT GOVERNANCE COMMITTEE RESPONSIBILITY

The ARIGC performs the duties as determined by Section 18 of the Higher Education Act 101 of 1997 (as amended) and the ARIGC Charter. Meetings are held regularly with the management of University of Mpumalanga (UMP) and key role players, which includes the independent external and internal auditors. The

external and internal auditors have unrestricted access to the members of ARIGC. ARIGC reports that it has complied with its responsibilities in terms of the Act, and the ARIGC charter.

The ARIGC further reports that it has adopted appropriate formal Terms of Reference as documented in the ARIGC Charter. The Committee has regulated its affairs in compliance with this charter and has discharged all of its responsibilities as contained therein.

12.3. THE EFFECTIVENESS OF INTERNAL CONTROL

The system of internal controls is designed to provide effective assurance that assets are safeguarded and that liabilities and working capital are efficiently managed. Although certain weakness was identified in the control environment by the internal and external auditors, sufficient remedial actions were implemented by management.

In accordance with the King IV Report on Corporate Governance requirements, Internal Audit provides the ARIGC and management with assurance that the internal controls are adequate and effective.

Effective internal control is achieved by means of the risk management process, as well as the identification of corrective action and suggested enhancements to the controls and processes. From the Audit Report on the Annual Financial Statements and the Management Report of the external auditors, it was noted that no significant non-compliance with prescribed policies and procedures have been reported. Accordingly, we can report that the system of internal control for the year under review was adequate and effective. The external auditors finding concurs with the experiences of the ARIGC during the year.

12.4. IN YEAR MANAGEMENT AND PERIODIC REPORTING

Periodic reporting to the ARIGC was timely presented for its review and recommendation for acceptance to Council.

12.5. EXTERNAL AUDITOR

PwC is the duly appointed independent auditor with Mr Andries Oosthuizen as the designated partner.

The Committee satisfied itself through enquiry that the External Auditor is independent as defined by the Higher Education Act 101 of 1997 (as amended) and

as per the standards stipulated by the auditing profession. Requisite assurance was sought and provided by the Higher Education Act 101 of 1997 (as amended) that internal governance processes within the institution support and demonstrate the claim to independence.

The ARIGC in consultation with executive management, agreed to the terms of the engagement for the 2018 external audit. The audit fee for the external audit has been considered and approved taking into consideration such factors as the timing of the audit, the extent and complexity of the work required and the scope.

12.6. ANNUAL FINANCIAL STATEMENTS (AFS)

We have reviewed the AFS prepared by the UMP and the ARIGC has:

- Reviewed and discussed the audited AFS to be included in the Annual Report.
- Reviewed the External Auditor's Management Report and management's responses thereto.
- Reviewed the accounting policies and practices.
- Reviewed the UMP's compliance with legal and regulatory provisions.
- Reviewed significant adjustments resulting from the external audit.

12.7. ACCOUNTING PRACTICES AND INTERNAL CONTROL

The ARIGC is satisfied that necessary policies are in place. The policies are regularly reviewed and amended to take into consideration changing legislative requirements and current best practices.

Sizwe Ntsaluba Gobodo was the duly appointed Internal Auditors for the 2018 year. Their three year rolling audit plan was approved by the ARIGC and all internal audit reports were tabled at the ARIGC before submission to Council. The Internal Auditors also attend all ARIGC meetings. Their contractual period ended in May 2018 and was extended until such time as the ARIGC will be in a position to appoint Internal Auditors after a tender process.

12.8. AUDITOR'S REPORT

We have reviewed the Management Report in respect of the year under review, and are satisfied that matters have been adequately resolved.

The ARIGC concurs and accepts the conclusions of the External Auditor on the AFS and is of the opinion that the audited AFS be accepted read together with the report of the auditor.

12.9. RISK EXPOSURE AND MANAGEMENT THEREOF

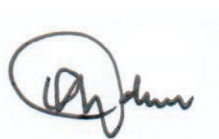
A comprehensive Risk Register for the UMP was prepared for the year. This was to ensure that all the risks of UMP are identified. It also provides for the mitigating processes that must be put in place.

A Risk Management Committee, a sub-committee of MANCO, is responsible to oversee the implementation of the risk plan. The Risk Management Committee adopted a clear Terms of Reference within which it operates. All the divisions are represented on the Risk Management Committee which reports to MANCO. The risk management report, which includes the quarterly institutional risk register of the UMP, is tabled and discussed at the ARIGC meetings.

12.10. INFORMATION TECHNOLOGY

The Information and Communication Technology (ICT) division has developed, submitted and obtained the necessary approval for the ICT policy which has assisted the ICT management to improve the ICT control environment.

The UMP has procured and implemented a world class ICT Local Area Network (LAN) to cover the existing buildings taken over from LCA and NIHE as well as the new buildings currently being capitalised and constructed. The intention is that these areas should be covered 95% by Wi-Fi for student and staff access to network services. The University has integrated and will continue to integrate technology into lecturing venues to meet the needs of all teaching staff and students to enable teaching staff to provide and enhance teaching and learning opportunities. The ICT division ensured development for all staff to ensure that technology is used optimally and add value to teaching and learning and all to administrative functions.



Prof M D Mabunda
Chairperson of Council



Mr T G Mokoena
Chairperson of ARIGC

13. REPORT ON TRANSFORMATION

13.1. INTRODUCTION

The Vision of the University of Mpumalanga is “*To be an African University leading in creating opportunities for sustainable development through innovation*”, underscores the importance of developing an institution underpinned by values that support and advance the transformation agenda of the institution and the country as a whole. In our Strategic Plan, UMP Vision 2022, we have identified the African life ethos of Ubuntu, referring to our orientation to and expression of humanity to others, forms the broad and over-arching framework for our values. The values underpinning UMP Vision 2022 are:

- Excellence
- Integrity
- Diversity
- Collaboration
- Adaptability
- Relevance
- Inspiration

The University of Mpumalanga as a new institution continued with the commitment to ensure that transformation imperatives are embedded in the organisational culture and are aligned to the transformation priorities of the higher education sector. The Vice-Chancellor is a member of the Universities South Africa (USAf) Transformation Strategy Group.

The Senior Manager: Organisational Development and the Director: Employee Relations are both members of the Transformation Management Forum that has representation from the 26 higher education institutions.

The following 2018 priorities of the Transformation Strategy Group were shared with the members of the Transformation Committee:

- a) The reconstitution of institutional culture by focusing on the design of the universities around our students and staff with emphasis on residences and curriculum;
- b) Establishing a national project to theorise and to build models of universities that are seriously engaged in the local context in which they find themselves;
- c) Implementation of the transformation barometer in public universities;
- d) Participating in the planned National Higher Education Conference in 2019;
- e) Implementation of the disability framework for the sector;
- f) Assessment of the integrity and functional effectiveness of university governing structures with emphasis on the Institutional Forum and student governance; and
- g) Gender-based violence counteracted.

It was resolved that an update on the work of the USAf Transformation Strategy Group will be a standing item on the agenda of the UMP Transformation Committee.

The Transformation Barometer (transformation framework tool) in Public Universities that was developed by the USAf Transformation Strategy Group was adopted by the Transformation Committee. The intention is to align it with the institutional transformation plans.

The following themes and theme drivers were identified as part of the development of the transformation conceptual framework at UMP:

Theme 1: Institutional Culture, Vice-Chancellor

Theme 2: Equity and Redress, Executive Director: Human Resources

Theme 3: Transforming the Academic Project, Deputy Vice-Chancellor: Academic

Theme 4: Enabling Funding Regime/Environment, Executive Director: Finance

The Transformation agenda of the institution was driven in 2018 by the Transformation Committee and members of EMANCO.

The Transformation Committee that is chaired by the Vice-Chancellor and whose composition encompasses a diverse range of internal stakeholders such as the SRC, Organised Labour, Chairperson of the Institutional Forum and members of Executive Management has been operational since 2017. The important work towards the development of the transformation conceptual framework at UMP is progressing well and is discussed by the Transformation Committee.

The Common Course for first year students “*Mpumalanga in Context*” was offered for the first time in 2018 to first year students enrolled for the Bachelor of Development Studies and the Diploma in Nature Conservation as a pilot study. A total of 199 students were enrolled in this module. The purpose of the module is to provide students at the intellectual level with opportunities to engage with their context and enhance their sense of identity and in particular their African Identity, their Africanness, as students of the University of Mpumalanga.

13.2. TRANSFORMATION OF THE INSTITUTIONAL CULTURE

Africa Day was celebrated on 29 May 2018 and the programme was structured in such a manner that it was informed by the transformation agenda of the institution. The programme centred around the celebration of cultural diversity. The Guest Speaker was Prof Simphiwe Sesante, from the University of South Africa.

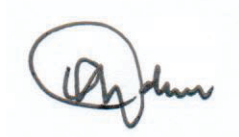
The Employment Equity Plan (2017-2019) was applied as a tool to monitor the transformation agenda of the institution. Two female Directors, i.e Director: Library and Information Services and the Director: Student Housing were appointed towards the end of 2017 and provided strategic direction in their divisions in 2018 as well as to the institution in generally as part of EMANCO. Concerted efforts are underway to address the profile of middle and senior management that is at present skewed towards males. Excellent progress is being made to address the challenge whilst focusing on excellence.

The First Annual UMP Gender-Based Violence symposium that was held on 26 October 2018 provided the institution the opportunity to raise awareness against Gender-Based Violence and thereby, create safe spaces at UMP. This is one of the projects that were intended to advance the transformation agenda at UMP.

The University has recruited a total of 14 emerging academics as part of the New Generation of Academics Programme (nGAP). The nGAP is intended to support universities to recruit new academics in line with their staffing and development plans. The nGAP is transformative in nature, therefore 80% of the positions must be allocated to Black/or women South African citizens and priority must be accorded to persons who are 40 years or younger in age. The nGAP is one of the programmes within the staffing South Africa’s Universities Framework (SSAUF) funded by the Department of Higher Education and Training.

13.3. CONCLUSION

UMP continued in 2018 to embed transformation in its academic and support activities. The inculcation of values is viewed as one of the powerful vehicles to foster and enhance transformation at UMP.



Prof M D Mabunda
Chairperson of Council



Prof T V Mayekiso
Vice-Chancellor

FINANCIAL STATEMENTS

UNIVERSITY OF MPUMALANGA

(REGISTRATION NUMBER NATIONAL GAZETTE NO 36772
22 AUGUST 2013 VOL 578)

FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2018



GENERAL INFORMATION

COUNTY OF INCORPORATION AND DOMICILE

South Africa

NATURE OF BUSINESS AND PRINCIPAL ACTIVITIES

The principal activities of the University relate to teaching and learning, research and development, technology and innovation and community engagement.

COUNCIL MEMBERS

- Prof MD Mabunda (Chairperson)
- Ms C Mabuza (Deputy Chairperson)
- Prof TV Mayekiso (Vice Chancellor)
- Prof RTF Bernard (Deputy Vice-Chancellor)
- Prof RL Howard (Deputy Vice-Chancellor)
- Prof C de Beer
- Ms C Ledwaba
- Mr C Mawela
- Mr V Mlombo
- Mr TG Mokoena
- Dr T Ngomane
- Prof SS Ripinga
- Ms H Thrush
- Mr P Mtsweni
- Mr R Mkhwanazi
- Mr S Ngema
- Mr K Mabuza
- Ms S Maphuele
- Prof T Nhlapo
- Dr BL Kgobane
- Ms I Makwetla
- Adv JC Weapond
- Dr N J Tshawane
- Ms IM Mahlangu
- Ms L Mohlala
- Dr X Mkhwanazi
- Mr MM Maimane
- Mr A Mashego

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Mpumalanga
1200

BUSINESS ADDRESS

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Riverside
Mbombela
Mpumalanga
1200

POSTAL ADDRESS

Private Bag X11283
Mbombela
Mpumalanga
1200

BANKERS

Standard Bank Limited

AUDITORS

PricewaterhouseCoopers Inc.
Registered Auditors

REPORT OF THE INDEPENDENT AUDITORS TO THE MINISTER OF HIGHER EDUCATION AND TRAINING AND THE COUNCIL OF THE UNIVERSITY OF MPUMALANGA

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

1. We have audited the financial statements of the University of Mpumalanga (the University) set out on pages 125 to 153, which comprise the statement of financial position as at 31 December 2018, the statement of comprehensive surplus/(deficit), statement of changes in funds and statement of cash flows for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.
2. In our opinion, the financial statements present fairly, in all material respects, the financial position of the University of Mpumalanga as at 31 December 2018, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act of South Africa, 1997 (Act no. 101 of 1997).

Basis for opinion

3. We conducted our audit in accordance with the International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of this auditor's report.
4. We are independent of the University in accordance with section 290 and 291 of the Independent Regulatory Board for Auditors' *Code of professional conduct for Registered Auditors (Revised January 2018)*, parts 1 and 3 of the Independent Regulatory Board for Auditors' *Code of Professional Conduct for Registered Auditors (Revised November 2018)* (together the IRBA Codes) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities, as applicable in accordance with the IRBA Codes and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Codes are consistent with the corresponding sections of the International Ethics Standards Board for Accountants' *Code of Ethics for Professional Accountants* and the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* respectively.
5. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Council for the financial statements

6. The Council is responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting standards and the requirements of the Higher Education Act of South Africa, 1997 (Act no. 101 of 1997) and for such internal control as the Council determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
7. In preparing the financial statements, the Council is responsible for assessing the University of Mpumalanga's ability to continue as a going concern, disclosing, as applicable, matters relating to going

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Chief Executive Officer: T D Shango
Management Committee: S N Madikane, J S Masondo, P J Mothibe, C Richardson, F Tonelli, C Volschenk
The Firm's principal place of business is at 4 Lisbon Lane, Waterfall City, Jukskei View, where a list of the partners' names is available for inspection.
VAT reg.no. 4070182128



concern and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the University or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

8. Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
9. A further description of our responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

REPORT ON THE AUDIT OF THE ANNUAL PERFORMANCE REPORT

Introduction and scope

10. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, we have a responsibility to report material findings on the reported performance information against predetermined objectives for selected objectives presented in the annual performance report. We performed procedures to identify findings but not to gather evidence to express assurance.
11. Our procedures address the reported performance information, which must be based on the approved performance planning documents of the University. We have not evaluated the completeness and appropriateness of the performance indicators/ measures included in the planning documents. Our procedures also did not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, our findings do not extend to these matters.
12. We evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected objectives presented in the annual performance report of the University for the year ended 31 December 2018.

Objectives	Pages in the annual performance report
Activity Area 1: Governance and Strategic Leadership and Management	167–168
Activity Area 2: Research and Knowledge Generation	169– 174
Activity Area 3: Teaching and Learning	174 - 180
Activity Area 4: Planning and Institutional Support	181 – 188
Activity Area 5: Quality Student Experience	189 – 212

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Objectives	Pages in the annual performance report
Activity Area 6: Engagement and Partnerships	212 – 218
Activity Area 7: Finance	219 – 221
Activity Area 8: Human Resources	221 - 226

13. We performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. We performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
14. We did not raise any material findings on the usefulness and reliability of the reported performance information.

Achievement of planned targets

15. Refer to the annual performance report on pages 167 to 226 for information on the achievement of planned targets for the year and explanations provided for the under/ over achievement of a number of targets.

REPORT ON THE AUDIT OF COMPLIANCE WITH LEGISLATION.

Introduction and scope

16. In accordance with the PAA and the general notice issued in terms thereof, we have a responsibility to report material findings on the compliance of the University with specific matters in key legislation. We performed procedures to identify findings but not to gather evidence to express assurance.
17. We did not raise material findings on compliance with the specific matters in key legislation set out in the general notice issued in terms of the PAA.

Other information

18. The Council is responsible for the other information. The other information comprises the document titled “2018 Annual Report”, which includes the report of the chairperson of Council, the report of the Vice Chancellor, the report of the Senate of Council, the report of the institutional forum to Council and the report of the audit risk and IT governance committee. The other information does not include the financial statements, the auditor’s report and those selected objectives presented in the annual performance report that have been specifically reported in this auditor’s report.
19. Our opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

Pwb

20. In connection with our audit, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected objectives presented in the annual performance report, or our knowledge obtained in the audit, or otherwise appears to be materially misstated.
21. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Internal control deficiencies

22. We considered internal control relevant to our audit of the financial statements, reported performance information and compliance with applicable legislation; however, our objective was not to express any form of assurance on it. We did not identify any significant deficiencies in internal control.

Other reports

We draw attention to the following engagements conducted by various parties that had, or could have, an impact on the matters reported in the University's financial statements, reported performance information, compliance with applicable legislation and other related matters. These reports did not form part of our opinion on the financial statements or our findings on the reported performance information or compliance with legislation.

Audit related services and special audits

- As requested by the University, an engagement was conducted on the Higher Education Management Information System (HEMIS) data. The engagement is currently in progress.
- As requested by the University, an engagement was conducted on the Research Units for accredited journals, books and chapters in books. The report covered the period 1 January 2018 to 31 December 2018 and was issued on 13 May 2019.
- As requested by the University, an engagement was conducted on the grants received and expenditure incurred specific to the grant allocation letters from the Department of Higher Education and Training regarding the 2018 Infrastructure and Efficiency Funded Projects. The reports covered the period 1 April 2018 to 31 March 2019. The factual findings report was issued 31 May 2019.
- As requested by the University, an engagement was conducted on the grant received and expenditure incurred specific to the grant allocation letter from the Department of Higher Education and Training regarding the 2018 New Generation of Academics Programme. The report covered the period 1 April 2018 to 31 March 2019. The factual findings report was issued 31 May 2019.
- As requested by the University, an engagement was conducted on the grants received and expenditure incurred specific to the HEAIDS direct grant. The report covered the period 1 April 2018 to 31 March 2019. The factual findings report was issued 31 May 2019.
- As requested by the University, an engagement was conducted on the grants received and expenditure incurred specific to the implementation of the CoLab project for National Electronic Media Institute of South Africa (NEMISA) grant. The factual findings report was issued 31 May 2019.
- As requested by the University, an engagement was conducted on the grants received and expenditure incurred specific to the National Research Foundation Grant (NRF). The report covered the period 1 January 2018 to 31 December 2018. The factual findings report was issued 13 May 2019.





- As requested by the University, an engagement was conducted on information for staff qualifications. The reports covered the period 1 January 2018 to 31 December 2018. This engagement is currently in progress.
- As requested by the University, an engagement was conducted on information for the 2018 - 8% fee adjustment grant. The reports covered the period 1 January 2018 to 31 December 2018. This engagement is currently in progress.

A handwritten signature in black ink, reading "PricewaterhouseCoopers Inc." in a cursive script.

PricewaterhouseCoopers Inc.

Director: AJ Oosthuizen

Registered Auditor

Mbombela

Date 28 June 2019

Annexure – Auditor’s responsibility for the audit

1. As part of an audit in accordance with the ISAs, we exercise professional judgement and maintain professional scepticism throughout our audit of the financial statements, and the procedures performed on reported performance information for selected objectives and on the University’s compliance with respect to the selected subject matters.

Financial statements

2. In addition to our responsibility for the audit of the financial statements as described in this auditor’s report, we also:
 - identify and assess the risks of material misstatement of the financial statements whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control
 - obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University’s internal control
 - evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Council.
 - conclude on the appropriateness of the Council’s use of the going concern basis of accounting in the preparation of the financial statements. We also conclude, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the University of Mpumalanga’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify the opinion on the financial statements. Our conclusions are based on the information available to me at the date of this auditor’s report. However, future events or conditions may cause the University to cease continuing as a going concern
 - evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation

Communication with those charged with governance

3. We communicate with the Council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also confirm to the accounting authority that we have complied with relevant ethical requirements regarding independence, and communicate all relationships and other matters that may reasonably be thought to have a bearing on our independence and, where applicable, related safeguards.



	Notes	2018 R	2017 R
ASSETS			
NON-CURRENT ASSETS			
		2,043,039,216	1,443,722,833
Property, plant and equipment	3	2,038,960,030	1,438,396,912
Intangible assets	4	4,079,186	5,325,921
CURRENT ASSETS			
		1,024,681,119	856,144,713
Trade and other receivables	5	27,291,325	33,403,479
Deposits		377,210	377,210
Cash and cash equivalents	6	997,012,584	822,364,024
TOTAL ASSETS		3,067,720,335	2,299,867,546
FUNDS AND LIABILITIES			
FUNDS			
		253,621,009	185,190,355
Reserves		230,426,730	162,169,186
Accumulated surplus		23,194,279	23,021,169
LIABILITIES			
NON-CURRENT LIABILITIES			
		2,598,047,664	1,970,301,497
Deferred income	7	1,386,708,593	847,740,587
Conditional grants	8	1,211,339,071	1,122,560,910
CURRENT LIABILITIES			
		216,051,662	144,375,694
Current portion of Deferred income	7	98,556,690	78,257,703
Trade and other payables	9	89,733,696	51,099,319
Provisions	10	27,761,276	15,018,672
TOTAL FUNDS AND LIABILITIES		3,067,720,335	2,299,867,546

	NOTES	Educational and General Unrestricted 2,018 R	Educational and General Restricted 2018 R	Educational and General Total 2018 R	Student Accommodation 2018 R	Total 2018 R	Total 2017 R
INCOME		444,064,174	-	444,064,174	13,556,549	457,620,723	408,094,174
Government grants	11	328,424,833	-	328,424,833	-	328,424,833	203,603,894
Government grants - assets	11	42,178,701	-	42,178,701	-	42,178,701	137,274,393
Student, accommodation and other fees	12	67,624,850	-	67,624,850	13,556,549	81,181,399	62,509,454
Donations received	13	(230,737)	-	(230,737)	-	(230,737)	2,549,425
Sales of goods and services		6,066,527	-	6,066,527	-	6,066,527	2,157,008
OTHER INCOME		30,208,628	-	30,208,628	-	30,208,628	19,768,327
Interest received	14	29,886,800	-	29,886,800	-	29,886,800	19,421,464
Rental income		321,828	-	321,828	-	321,828	346,863
TOTAL INCOME		474,272,801	-	474,272,801	13,556,549	487,829,350	427,862,501
EXPENDITURE							
Cost of employment	15	221,654,381	-	221,654,381	-	221,654,381	177,773,706
Academic		84,955,235	-	84,955,235	-	84,955,235	63,754,843
Professional support		136,699,146	-	136,699,146	-	136,699,146	114,018,863
Other operating expenditure		153,886,816	-	153,886,816	-	153,886,816	252,783,895
Depreciation, amortisation and impairments	3,4	43,857,499	-	43,857,499	-	43,857,499	31,562,444
TOTAL EXPENDITURE		419,398,696	-	419,398,696	-	419,398,696	462,120,045
(DEFICIT)/SURPLUS FOR THE YEAR		54,874,105	-	54,874,105	13,556,549	68,430,654	(34,257,544)
OTHER COMPREHENSIVE SURPLUS							
TOTAL COMPREHENSIVE (DEFICIT)/SURPLUS FOR THE YEAR		54,874,105	-	54,874,105	13,556,549	68,430,654	(34,257,544)

	General reserve fund	Scholarship, bursaries and awards fund	Replacement fund for Plant and equipment	Investment Equalisation and Academic Strategic Initiatives Fund	Research Strategic Initiative Fund	Institutional Contingency fund	Institutional Maintenance Fund	Academic support Fund	Total Reserve	Accumulated Surplus	Total equity
	R	R	R	R	R	R	R	R	R	R	R
Total comprehensive surplus at 1 January 2017	29,000,000	23,000,000	18,543,000	25,243,000	35,243,000	20,697,000	34,700,730	10,000,000	196,426,730	23,021,169	219,447,899
Total comprehensive (Deficit) for the 2017 year	(15,159,237)	(3,684,196)	-	-	-	(1,667,139)	(13,746,972)	-	(34,257,544)	0	(34,257,544)
Total comprehensive surplus at 1 January 2018	13,840,763	19,315,804	18,543,000	25,243,000	35,243,000	19,029,861	20,953,758	10,000,000	162,169,186	23,021,169	185,190,355
Total comprehensive surplus for the 2018 year	24,159,237	8,684,196	-	-	5,000,000	6,667,139	18,746,972	5,000,000	68,257,544	173,110	68,430,654
Balance at 31 December 2018	38,000,000	28,000,000	18,543,000	25,243,000	40,243,000	25,697,000	39,700,730	15,000,000	230,426,730	23,194,279	253,621,009
See note	17	18	19	20	21	22	23	24			

	Notes	2018 R	2017 R
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash (utilised) generated from operations	25.1	70,196,278	(176,147,353)
Interest received		29,886,800	19,421,464
Interest paid		-	-
Net cash flows from operating activities		<u>100,083,079</u>	<u>(156,725,889)</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment	25.2	(643,100,238)	(510,112,200)
Purchase of other intangible assets	25.3	(8,623)	(5,285,966)
Proceeds from sale of assets	25.4	134,372	750,238
Net cash flows from investing activities		<u>(642,974,489)</u>	<u>(514,647,928)</u>
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase in Deferred income	25.5	25,696,000	20,696,000
Increase in Conditional grants	25.6	691,843,970	714,215,383
Net Cash flows from financing activities		<u>717,539,970</u>	<u>734,911,383</u>
Total cash movement for the year		174,648,560	63,537,566
Cash and cash equivalents at the beginning of the year	6	822,364,024	758,826,458
Total cash and cash equivalents at the end of the year	6	<u>997,012,584</u>	<u>822,364,024</u>

ACCOUNTING POLICIES

1. PRESENTATION OF FINANCIAL STATEMENTS

The financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS), and in a manner required by the Minister of the Department of Higher Education and Training (DHET) in terms of Section 41 of the Higher Education Act 101 of 1997 (as amended). The financial statements have been prepared on the historical cost basis, and incorporate the principal accounting policies set out below. They are presented in South African Rand.

1.1 SIGNIFICANT JUDGEMENTS AND SOURCES OF ESTIMATION UNCERTAINTY

The presentation of financial statements in conformity with IFRS requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the university's accounting policies. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The area involving a higher degree of judgement or complexity, or area where assumptions and estimates are significant to the financial statement, are disclosed.

Trade receivables, held to maturity investments and loans and receivables

The university assesses its trade and other receivables for impairment annually. Any impairments are recorded in the Income Statement.

The impairment for trade receivables are calculated on a portfolio basis, based on historical loss ratios adjusted for national and industry-specific economic conditions and other indicators present at the reporting date that correlate with defaults on the portfolio. These annual loss ratios are applied to loan balances in the portfolio and scaled to the estimated loss emergence period.

Student fees-impairment

At year-end management makes an estimate of the amount that it expects to recover from outstanding balances. Students are grouped together on the basis of similar credit risk characteristics that are indicative of the ability of the student to pay according to the contractual terms. A provision for credit losses is raised based on these estimates.

Property plant and equipment

Property plant and equipment were transferred from the NIHE and LCA as per the instruction of the Minister of Education and Training and the Government Gazette number 36772 of 22 August 2013. The transfer of assets falls into the scope of a government grant which should initially be recorded at fair value. Management had applied their judgement in determining the fair value of these assets as per the fair value hierarchy in note 4.

Depreciation

During each financial year, management reviews the assets within property, plant and equipment to assess whether the useful lives and residual values applicable to each asset are appropriate. Where necessary the useful life and residual values are adjusted accordingly.

1.2 PROPERTY, PLANT AND EQUIPMENT

The cost of an item of property, plant and equipment is recognised as an asset when:

- * it is probable that future economic benefits associated with the item will flow to the university;
- * the cost of the item can be measured reliably.

Land and buildings comprise mainly educational buildings, sports grounds and buildings, hostels and offices. Land and buildings are shown at deemed cost less accumulated depreciation, where applicable. All other property, plant and equipment are stated at historical cost less accumulated depreciation and accumulated impairment losses. Historical cost includes expenditure that is directly attributable to the acquisition of the items. Donated assets are recorded at fair value less accumulated depreciation.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the university and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the profit or loss during the financial period in which they are incurred.

Costs include costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised.

Land is not depreciated. Property, plant and equipment are depreciated on the straight line basis over their expected useful lives to their estimated residual value.

Property, plant and equipment is carried at cost less accumulated depreciation and any impairment losses.

The useful lives of property, plant and equipment have been assessed as follows.

ASSETS

ITEM	USEFUL LIFE
Buildings	10 - 50 years
Educational Equipment	3 - 10 years
Establishment cost	3 – 10 years
Furniture and fixtures	5 - 10 years
Infrastructure assets	10 - 50 years
IT Equipment	1 - 5 years
Land	Indefinite
Library source materials	1 year
Machinery and equipment	3 – 10 years
Motor vehicles	2 - 15 years

The residual value, useful life and depreciation method of each asset, are reviewed at the end of each reporting year. If the expectations differ from previous estimates, the change is accounted for prospectively as a change in accounting estimate.

The depreciation charge for each year is recognised in the Income Statement unless it is included in the carrying amount of another asset.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its continued use or disposal. Any gain or loss arising from the de-recognition of an item of property, plant and equipment is included in the Income Statement when the item is derecognised. The gain or loss arising from the de-recognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

1.3 INTANGIBLE ASSETS

An intangible asset is recognised when:

- it is probable that the expected future economic benefits that are attributable to the asset will flow to the university; and
- the cost of the asset can be measured reliably.

Intangible assets are initially recognised at cost.

Expenditure on research (or on the research phase of an internal project) is recognised as an expense when it is incurred.

An intangible asset arising from development (or from the development phase of an internal project) is recognised when:

- it is technically feasible to complete the asset so that it will be available for use or sale.
- there is an intention to complete and use or sell it
- there is an ability to use or sell it.
- it will generate probable future economic benefits
- there are available technical, financial and other resources to complete the development and to use or sell the asset
- the expenditure attributable to the asset during its development can be measured reliably

Intangible assets are carried at cost less any accumulated amortisation and any impairment losses.

An intangible asset is regarded as having an indefinite useful life when, based on all relevant factors, there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows.

Amortisation is not provided for these intangible assets, but they are tested for impairment. For all other intangible assets amortisation is provided on a straight line basis over their useful life.

The amortisation period and the amortisation method for intangible assets are reviewed every year.

Reassessing the useful life of an intangible asset with a finite useful life after it was classified as infinite is an indicator that the asset may be impaired. As a result the asset is tested for impairment and the remaining carrying amount is amortised over its useful life.

Internally generated brands, mastheads, publishing titles, customer lists and items similar in substance are not recognised as intangible assets. Amortisation is provided to write down the intangible assets, on a straight line basis, to their residual values as follows:

INTANGIBLE ASSETS

ITEM	USEFUL LIFE
Computer software	1 - 5 years

1.4 FINANCIAL INSTRUMENTS

Classification

Classification depends on the purpose for which the financial instruments were obtained/incurred and takes place at initial recognition. Classification is reassessed on an annual basis.

Initial recognition and measurement

Financial instruments are recognised initially when the university becomes a party to the contractual provisions of the instruments.

Financial instruments are measured initially at fair value, except for equity investments for which fair value is not determinable, which are measured at cost and are classified as available-for-sale financial assets. For financial instruments which are not at fair value through profit or loss, transaction costs are included in the initial measurement of the instrument.

Regular way purchases of financial assets are accounted for at trade date.

Subsequent measurement

Loans and receivables are subsequently measured at amortised cost, using the effective interest method, less accumulated impairment losses.

Held-to-maturity investments are subsequently measured at amortised cost, using the effective interest method, less accumulated impairment losses.

Available-for-sale financial assets are subsequently measured at fair value. This excludes equity investments for which a fair value is not determinable, which are measured at cost less accumulated impaired losses. Gains or losses are recognised in funds until the investment is derecognised or determined to be impaired at which time the cumulative gain or loss previously recorded in other comprehensive income is recognised in the profit or loss.

Dividends on available-for-sale equity instruments are recognised in profit or loss as part of other income when the university's right to receive payments is established.

De-recognition

A financial asset (or where applicable a part of a financial asset or part of a group of similar financial assets) is derecognised when:

- The institution retains the right to receive cash flows from the asset, but has assumed an obligation to pay the third party in full under a 'pass through' arrangement; or
- the institution has transferred its rights to receive cash flows from the asset and either (a) has transferred substantially all the risks and rewards of the asset, or (b) neither transferred nor retained substantially all the risks and rewards of the assets, but has transferred control of the asset.

Fair value determination

The fair value of quoted investments are based on current bid prices. If the market for a financial asset is not active (and for unlisted securities), the university establishes fair value by using valuation techniques. These include the use of recent arm's length transactions, reference to their instruments that are substantially the same, discounted cash flow analysis, and option pricing models making maximum use of market inputs and relying as little as possible on entity-specific inputs.

Impairment of financial assets

The university assesses at each reporting date whether there is objective evidence that a financial asset or group of financial assets is impaired. In the case of equity securities classified as available-for-sale, a significant or prolonged decline in the fair value of the security below its cost is considered as an indicator that the securities are impaired. If any evidence exists for available-for-sale financial assets, the cumulative loss - measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in profit or loss - is removed from equity and recognised instruments are not reversed through the profit or loss.

The criteria that the University uses to determine that there is objective evidence of an impairment loss include:

- Significant financial difficulty of the student debtor.
- a breach of contract, such as a default or delinquency in principal payments

Financial Assets measured at Amortised Cost

Financial Assets measured at Amortised cost are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the reporting date. These are classified as non-current assets. Loans and account receivables as well as cash and cash equivalent and held-to-maturity.

Trade and other receivables

Trade receivables are measured at initial recognition at fair value, and are subsequently measured at amortised cost using the effective interest rate method. The University uses a provision matrix to calculate expected credit losses for trade receivables. The provision matrix is based on the University's historical observed default rates.

These historical rates are then adjusted with forward looking information.

The allowance for expected credit losses is recognised in Statement of Financial Performance when there is objective evidence that the asset is impaired. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments are considered indicators that the trade receivable is impaired.

The carrying amount of the asset is reduced through the use of an provision account, and the amount of the loss is recognised in the Statement of Financial Performance within operating expenses. When a trade receivable is uncollectible, it is written off against the allowance account for trade receivables. Subsequently recoveries of amounts previously written off are credited against operating expenses in Statement of Financial Performance.

Trade and other payables

Trade payables are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest rate method. Gains and losses are recognised in the profit or loss when the liabilities are de-recognised as well as through the amortisation process.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and demand deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value. These are initially and subsequently recorded as amortised cost. Cash and cash equivalents are classified as a financial asset at amortised cost and the carrying amount of these assets approximates their fair value.

Held-to-maturity

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturity that an entity has the positive intention and ability to hold to maturity.

De-recognition of financial liabilities

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a de-recognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amount is recognised in profit or loss

1.5 FUNDS

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities.

For the purposes of accounting, funds with similar characteristics are grouped together in main fund groups. The following main fund groups are anticipated:

- Council Controlled Funds includes the total of all funds, both encumbered and unrestricted, that are under the control of the Council, but does not include restricted funds.

- **Designated Funds** are those funds of a higher education institution under the control of the Council but are earmarked / designated for a specific purpose due to having been designated or re-designated by the Council for a specific use, or which for some reason are not freely available as operating funds. Examples include: Replacement Reserve, Departmental Reserve-, Deferred Maintenance, General Reserve-, Strategic Academic Initiatives-, Research Opportunity funds, etc.
- **Restricted Funds** means those of a public higher education institution that may be used only for the purposes that have been specified in legally binding terms such as the National Research Foundation (NRF) and similar funds, Residence funds, Infrastructure funds received from the DHET, Chair funds, Student Loans funds etc.
- **Unrestricted Funds** means those funds of a public higher education institution that fall within the unrestricted control of its Council and does not include designated funds.

The University has made provision for the following funds:

Replacement fund for plant and equipment

Currently it appears that future requirements in this regard may not be completely funded, and a provision should be made for future funding requirements. It must be noted that the condition of some equipment to be acquired does not meet the objective standards of the university. In addition, the age of the equipment to be received indicates that there may be unknown maintenance needs that may/would need to be addressed in the short and medium term.

The Council will be required in future to include, in the operating budget of the university, sufficient funds to finance the approved replacement of plant and will annually, after finalisation of the audited financial statements, decide on allocations to the fund.

The purpose of the fund is to:

- Ensure sufficient funding to finance the future costs associated with the approved Institutional Maintenance Plan
- Ensure sufficient institutional resources to fund unforeseen and urgent maintenance costs.

Investment Equalisation Fund:

It is anticipated that in future, the university may from time to time experience financial difficulties which will compel the university to rely on the growth of its investment portfolio to meet the income needs of its operating budget.

It is clear that the aforementioned practice should, the financial position of the university permitting, not be continued indefinitely as it would not enable the university to grow its Investment portfolio. It also exposes the university to criticism due to its inability to allocate interest to funds (especially dedicated funds) generating the income.

It is noted that exceptions may exist in the case of funds which are ring fenced for a particular purpose by virtue of the source of those funds. It is expected that the investment income derived from any ring fenced investment portfolio may continue to be transferred annually to that portfolio for allocation in terms of its prescribed purpose.

Appropriate capitalisation of designated funds (Council and externally designated funds) from income generated by these funds will also take place annually in accordance with a Council approved formula. The balance of the investment income will vest in the Investment Equalisation and Academic Strategic initiatives Fund for utilisation in accordance with the purposes of the fund.

Council will annually, after finalisation of the audited financial statements of the university, decide on additional allocations to the fund.

The purpose of the fund is to:

- Mitigate the effect of poor performance of the investment portfolio and the fluctuations in student fee income and block grant allocations on the functioning of the university.

Academic Strategic Initiative Fund

It is the strategic intent of the leadership of the university to position the university as a competitive comprehensive institution through the ongoing expansion of its current programme offering in terms of decided and evolving strategies. Substantial resources not provided for in the operating budget of the institution would be required to develop the academic stature of the institution.

Council will annually, after finalisation of the audited financial statements of the university, decide on additional allocations to the fund.

The purpose of the fund is to:

- Finance special academic strategic initiatives not provided for in the normal operating budget of the University.

Research Strategic Initiative Fund

The university is expected to embark on a strategy to establish and develop its academic stature through, inter alia, the impact of its postgraduate studies, research and innovation. This strategic intent is likely to be resourced-intensive as the income stream from contracted research and commercialisation is generally not significant. It is therefore apposite for the university to identify and provide additional resources to position the University in an extremely competitive market.

Council will also annually, after finalisation of the audited financial statements of the university, decide on additional allocations to the fund.

The purpose of the fund is to:

- Finance special projects pertaining to postgraduate studies, research and innovation not provided for in the normal operating budget of the university.

Institutional Maintenance Fund

The DHET has indicated that it requires universities to submit an Institutional Maintenance plan by 31 December 2015. Currently it appears that future requirements in this regard may not be completely funded and a provision should be made for future funding requirements. Although the premises are currently largely under construction, or in the process of being refurbished, it must be noted that the condition of some facilities to be acquired do not meet the objective standards of the UMP in addition, the age of the premises to be received indicate that there may be unknown maintenance needs that would need to be addressed in the short and medium term.

The Council will be required in future to include, in the operating budget of the university, sufficient funds to finance the approved Institutional Maintenance Plan and will annually, after finalisation of the audited financial statements, decide on allocations to the fund.

The purpose of the fund is to:

- Ensure sufficient funding to finance the future costs associated with the approved Institutional Maintenance Plan;
- Ensure sufficient institutional resources to fund unforeseen and urgent maintenance costs.

Institutional Contingency Fund

The university is exposed to a large variety of eventualities which may pose a real and immediate threat to the safety and wellbeing of students and / or which may result in severe damage to the reputation of the University and or university property. These eventualities almost always require an immediate response from the University. It is apposite to ensure contingency funds that could be used by the Vice-Chancellor and Executive Management to plan, resource and implement an appropriate response.

Council will annually, after finalisation of the audited financial statements of the university, decide on additional allocations to the fund.

The purpose of the fund is to:

- To ensure sufficient institutional resources to fund the cost associated with unforeseen eventualities posing a threat to the safety and wellbeing of students and staff and / or which may result in severe damage to the reputation of the university and / or university property.

1.6 EMPLOYEE BENEFITS

Short -term employee benefits

The cost of short-term employee benefits, (those payable within 12 months after the service is rendered, such as paid vacation leave and sick leave, bonuses, and non-monetary benefits such as medical care), are recognised in the period in which the service is rendered and is not discounted.

The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when absence occurs.

The expected cost of bonus payments is recognised as an expense when there is a legal or constructive obligation to make such payments as a result of past performance.

1.7 PROVISIONS AND CONTINGENCES

Provisions are recognised when:

- the university has a present obligation as a result of a past event;
- it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation; and
- a reliable estimate can be made of the obligation.

The amount of a provision is the present value of the expenditure expected to be required to settle the obligation. Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, the reimbursement shall be recognised when, and only when, it is virtually certain that reimbursement will be received if the entity settles the obligation. The reimbursement shall be treated as a separate asset. The amount recognised for the reimbursement shall not exceed the amount of the provision.

Provisions are not recognised for future operating surpluses.

The present obligation under onerous contracts shall be recognised and measured as a provision.

Contingent grants are recognised liabilities which are not recognised in the statement of financial position, but are disclosed in the notes to the financial statements.

1.8 GOVERNMENT GRANTS

Government grants are recognised when there is reasonable assurance that:

- the university will comply with the conditions attached to them; and
- the grants will be received

Government grants are recognised as income over the periods necessary to match them with the related costs that they are intended to compensate.

A government grant that becomes receivable as compensation for expenses or surpluses already incurred or for the purpose of giving immediate financial support to the entity with no future related costs is recognised as income in the period in which it becomes receivable.

Repayment of a grant related to income is applied first against any un-amortised deferred credit set up in respect of the grant. To the extent that the repayment exceeds any such deferred credit, or where no deferred credit exists, the repayment is recognised immediately as an expense.

Repayment of a grant related to an asset is recorded by increasing the carrying amount of the asset or reducing the deferred income balance by the amount repayable. The cumulative additional depreciation that would have been recognised to date as an expense in the absence of the grant, is recognised immediately as an expense.

1.9 REVENUE

The University recognises revenue when (or as) when it satisfies a performance obligation by transferring a promised good or service to a customer. Revenue is measured based on the consideration specified in a contract with a customer and excludes amounts collected on behalf of third parties. The University's revenue is earned mainly from the following:

- Tuition fees
- Residence fees
- Sale of goods and services.

Tuition fee is stated net of any discounts and is recognised over the period in which the student is studying. Residence fees are recognised to the extent that the student is staying in an on-campus accommodation for the duration of the period of the stay. These are formally billed.

Revenue from sale of goods is recognised when the university satisfies the performance obligation by transferring the goods to the customer. The rendering of services is recognised as a performance obligation satisfied over time. Service revenue is recognised to the extent of the completion of the contract or service concerned in terms of the stage of completion of the contract. Stage of completion is determined by services performed to date as a percentage of total services to be performed.

1.10 BORROWING COSTS

Borrowing costs that are directly attributable to the acquisition, construction or production of qualifying asset are capitalised as part of the cost of that asset.

Until such time as the asset is ready for its intended use. The amount of borrowing costs eligible for capitalisation is determined as follows:

- actual borrowing costs on funds specifically borrowed for the purpose of obtaining a qualifying asset less any temporary investment of those borrowings.
- weighted average of the borrowing costs applicable to the entity on funds generally borrowed for the purpose of obtaining a qualifying asset. The borrowing costs capitalised do not exceed the total borrowing costs incurred.

The capitalisation of borrowing costs commences when:

- expenditures for the asset have occurred
- borrowing costs have been incurred, and
- activities that are necessary to prepare the asset for its intended use or sale are in progress

Capitalisation is suspended during extended periods in which active development is interrupted.

Capitalisation ceases when substantially all the activities necessary to prepare the qualifying asset for its intended use or sale are complete.

All other borrowing costs are recognised as an expense in the period in which they are incurred.

2. NEW STANDARDS AND INTERPRETATIONS

2.1 STANDARDS AND INTERPRETATIONS EFFECTIVE AND ADOPTED IN THE CURRENT YEAR

In the current year, the UMP has adopted the following standards and interpretations:

STANDARD / INTERPRETATIONS:	EFFECTIVE DATE: Years beginning on or after	EXPECTED IMPACT:
IFRS 9 Financial Instruments	01 January 2018	Unlikely there will be a material impact
IFRS 15 – Revenue from contracts with customers.	1 January 2018	Unlikely there will be a material impact
Amendments to IFRS 2 – ‘Share-based payments’ Clarifying how to account for certain types of share-based payment transactions.	1 January 2018	Will have no impact as the university does not have share-based payments.
IFRS 4, ‘Insurance contracts’ Regarding the implementation of IFRS 9, ‘Financial instruments’	1 January 2018	Unlikely there will be a material impact
IAS 40, ‘Investment property’ Transfers of investment property	1 January 2018	The university does not have investment property
IFRIC 22, ‘Foreign currency transactions and advance consideration	1 January 2018	The university does not trade in foreign currency.

2.1.1 Adoption of new and revised pronouncements

In the current year, the University have adopted all new and revised IFRS’s that are relevant to its operations and effective for annual reporting period 31 December 2018.

IFRS 9 Financial Instruments

The University has applied IFRS 9 in accordance with the transition provisions set out in IFRS 9.

All recognised financial assets that are within the scope of IFRS 9 are required to be subsequently measured at amortised cost or fair value based on the entity’s business model for managing the financial assets and the contractual cash flow characteristics of the financial assets.

Impact: There is no significant difference between the application of IAS 39 and IFRS 9 to the financial instruments identified in the 2018 financial year for classification and measurement. Although the impact of impairment is immaterial, the expected credit loss simplified approach to trade receivables will be applied. Trade receivables are mostly current and the impact of that default would be immaterial.

Figures in R’000

FINANCIAL INSTRUMENTS	IAS 39 Classification	Amount	IFRS 9 Classification	Amount
Trade receivables	Loans and receivables	R27 291 325	At amortised cost	R27 291 325
Cash and cash equivalents	Loans and receivables	R997 012 584	At amortised cost	R997 012 584

IFRS 15 Revenue from Contracts with Customers

The University has applied IFRS 15 in accordance with the transition provisions set out in IFRS 15.

Impact: Upon assessment it was identified that the revenue on the items impacted by IFRS 15 had already been recognised in 2017. Applying the modified retrospective approach resulted in this revenue not being restated (see note 12 for amount of impact). There were no further impacts due to the application of the standard.

TYPE OF REVENUE	INCLUDES	WHEN RECOGNISED	MEASUREMENT	DURATION OF
STREAM				CONTRACTS
Services	Student Fees	At a point in time	Fair value	<1 year
Services	Accommodation Fees	At a point in time	Fair value	<1 year
Services	Sale of goods and services	At a point in time	Fair value	<1 year

2.2 STANDARDS AND INTERPRETATIONS NOT YET EFFECTIVE

The UMP has chosen not to early adopt the following standards and interpretations, which have been published and are mandatory for the UMP’s accounting periods

STANDARD / INTERPRETATION:	EFFECTIVE DATE: Years beginning on or after	EXPECTED IMPACT:
IFRS 9 – Financial Instruments (2009 & 2010) • Financial liabilities • Derecognition of financial instruments • Financial assets • General hedge accounting	1 January 2019	Unlikely there will be a material impact
IFRIC 23, ‘Uncertainty over Income Tax treatments’	1 January 2019	Will have no material impact as the University is tax exempt
Amendment to IFRS 16: Leases, Recognition of assets and liabilities arising from all leases	01 January 2019	Will have no material impact as leased assets are of a low value

3. PROPERTY, PLANT AND EQUIPMENT

		2018		
	Cost	Accumulated Depreciation	Accumulated Impairment	Carrying value
Land	26,318,830	-	-	26,318,830
Buildings	1,403,187,210	47,339,727	-	1,355,847,483
Educational equipment	6,937,470	2,869,861	-	4,067,609
Establishment cost	10,118,877	4,804,295	-	5,314,582
Furniture and fixtures	48,229,813	12,881,561	-	35,348,252
Machinery and equipment	13,652,018	1,906,360	-	11,745,658
IT equipment	62,496,057	34,514,785	-	27,981,272
Library source materials	3,191,037	3,191,037	-	-
Motor Vehicles	3,094,254	986,576	-	2,107,678
Capital - Work in progress	570,228,666	-	-	570,228,666
TOTAL	2,147,454,232	108,494,202	-	2,038,960,030

		2017		
	Cost	Accumulated Depreciation	Accumulated Impairment	Carrying value
Land	26,318,828	-	-	26,318,828
Buildings	843,975,634	24,409,042	-	819,566,592
Educational equipment	6,890,078	2,305,380	-	4,584,698
Establishment cost	10,118,877	3,794,179	-	6,324,698
Furniture and fixtures	28,328,170	7,790,726	-	20,537,444
Machinery and equipment	8,323,060	926,098	-	7,396,962
IT equipment	47,517,198	23,155,557	-	24,361,641
Library source materials	2,858,917	2,858,917	-	-
Motor Vehicles	2,499,642	717,183	-	1,782,459
Capital - Work in progress	527,523,590	-	-	527,523,590
TOTAL	1,504,353,994	65,957,082	-	1,438,396,912

The Land consists of land registered under title deed T000017058/2018 described as The Farm of Unviversity of Mpumalanga 1027, Registration Division J.T in extent 242,8862 (Two Hundred and Forty Two comma Eight Eight Six Two) hectares.

RECONCILIATION OF PROPERTY, PLANT AND EQUIPMENT - 2018

	Opening carrying value	Additions/Transfer	Accumulated Depreciation / Impairment	Total
Land	26,318,828	-	-	26,318,828
Buildings	819,566,592	559,211,577	22,930,685	1,355,847,484
Educational equipment	4,584,698	47,392	564,481	4,067,609
Establishment cost	6,324,698	-	1,010,116	5,314,582
Furniture and fixtures	20,537,444	19,901,643	5,090,835	35,348,252
Machinery and equipment	7,396,962	5,328,958	980,262	11,745,658
IT equipment	24,361,641	14,978,859	11,359,227	27,981,273
Library source materials	-	332,120	332,120	-
Motor Vehicles	1,782,459	594,612	269,393	2,107,678
Capital - Work in progress	527,523,590	42,705,076	-	570,228,666
	1,438,396,912	643,100,237	42,537,119	2,038,960,030

The additions of R643.100m (2017 -R512. 250m) is net of the R3.480m (2017 - R109.373m), which was transferred from Work in progress during the year to expenditure, in lieu of our Bulk Infrastructure Contribution to the Local Municipality.

RECONCILIATION OF PROPERTY, PLANT AND EQUIPMENT - 2017

	Opening carrying value	Additions	Accumulated Depreciation / Impairment	Total
Land	26,318,828	-	-	26,318,828
Buildings	508,378,705	324,145,166	12,957,279	819,566,592
Educational equipment	5,384,121	579,804	1,379,227	4,584,698
Establishment cost	7,336,586	-	1,011,888	6,324,698
Furniture and fixtures	14,813,453	9,782,413	4,058,422	20,537,444
Machinery and equipment	2,580,925	5,453,278	637,241	7,396,962
IT equipment	28,210,541	5,396,716	9,245,616	24,361,641
Library source materials	-	926,857	926,857	-
Motor Vehicles	2,032,536	-	250,077	1,782,459
Capital - Work in progress	361,557,940	165,965,650	-	527,523,590
	956,613,635	512,249,884	30,466,607	1,438,396,912

4. INTANGIBLE ASSETS

		2018	
	Cost	Accumulated Amortisation	Carrying value
Computer software	6,917,197	2,838,011	4,079,186
	Cost	2017 Accumulated Amortisation	Carrying value
Computer software	6,908,574	1,582,653	5,325,921

RECONCILIATION OF INTANGIBLE ASSET - 2018

	Opening carrying value	Additions	Amortisation	Total
Computer software	5,325,921	8,623	1,255,358	4,079,186

RECONCILIATION OF INTANGIBLE ASSETS - 2017

	Opening carrying value	Additions	Amortisation	Total
Computer software	814,708	5,428,961	917,748	5,325,921

Fair Value hierarchy

The table below analyses assets and liabilities initially measured at fair value. The different levels are defined as follows:

Level 1: Quoted unadjusted prices in active markets for identical assets or liabilities that the university can access at measurement date.

Level 2: Inputs other than quoted prices included in level 1 that are observable for the assets or liability either directly or indirectly.

Level 3: Unobservable inputs for the asset or liability.

Levels of fair value measurements

Non recurring fair value measurements

Assets

Property, Plant and Equipment	Level 1	Level 2	Level 3	Total
Land	-	5,200,000	-	5,200,000
Buildings	-	96,012,870	-	96,012,870
Educational equipment	3,214,881	-	-	3,214,881
Furniture and fixtures	863,381	-	-	863,381
Machinery and equipment	427,875	-	-	427,875
IT equipment	1,126,331	-	-	1,126,331
Motor Vehicles	1,987,088	-	-	1,987,088
Total Property, Plant and Equipment	7,619,556	101,212,870	-	108,832,426

Intangible Assets

Software	68,949	-	-	68,949
Total Intangible Assets	68,949	-	-	68,949
Total Assets	7,688,505	101,212,870	-	108,901,375

The Land & Buildings and movable assets listed above were transferred from National Institute of Higher Education (NIHE) as per instruction by the Minister of Higher Education and Training dated 16 December 2014. The gazette no. 36772 of 22 August 2013 provides that the LCA land will be transferred into the ownership of UMP after it has been proclaimed and in accordance with the established land disposal processes of government. As per IAS 20.23, non-monetary grants, such as land or other resources, are usually accounted for at fair value and will therefore initially be measured at fair value. These assets were recognised on the date of transfer at fair value and depreciated over their estimated useful life. The values stated above is the carrying value of the assets at year end.

Level 1: The fair value of the assets were determined by the unadjusted prices of the movable assets in active markets.

Level 2: The land and buildings consists of Portion 31 and 32 of Boschrand 283-JT & Portion 17,19, 28 & 36 of Friedenheim 282-JT (Mbombela Campus) which was transferred from the Lowveld College of Agriculture as well as Stand S100F (Siyabuswa Campus) which was transferred from the National Institute of Higher Education. The fair value of the Mbombela Campus was determined by NUPLAN Development Planners Property Valuers as at 28 September 2012 using market related values and inputs that consisted of market related agricultural property within the registration division obtained from the South Africa Deeds office as well as information obtained from financial institutions as a guideline to value arable land and the buildings valued by means of the depreciated replacement cost method. The fair value of the Siyabuswa campus was determined based on the municipal value per the 2014 valuation roll of DR JS Moraka Local Municipality.

	2018 R	2017 R
5. TRADE AND OTHER RECEIVABLES		
Student Debtors	14,973,155	16,274,762
Student Debtors	32,937,266	31,982,612
Less: provision for bad debts	(17,964,112)	(15,707,850)
Bursary's receivable	3,869,904	13,271,578
Income accrued	608,844	608,844
Less: provision for bad debts for Income accrued	(608,844)	-
Other accounts receivables	8,448,266	3,248,295
	<u>27,291,325</u>	<u>33,403,479</u>
Ageing of Trade and other receivables		
Student Debtors	14,973,155	16,274,762
120 + days	32,937,266	31,982,612
90 Days	-	-
60 days	-	-
30 Days	-	-
Current	-	-
Less: provision for bad debts	(17,964,112)	(15,707,850)
Bursary receivable	3,869,904	13,271,578
120 + days	3,869,904	13,271,578
Other	8,448,266	3,857,139
120 + days	8,448,266	3,857,139
Total	<u>27,291,325</u>	<u>33,403,479</u>

Other accounts receivables, in the main comprise of amounts due by the University of Johannesburg of R2.651M (2017 - R2.475M) the Receiver of Revenue of R0.027M (2017 - R0.446M) Short Learning Programme Debtors of R0.727M (2017 - Nil) and Insurance Claims relating to protest actions of R4.635 (2017 - R

6. CASH AND CASH EQUIVALENTS

Cash on hand	41,952	7,888
Balances with banks	70,565,164	47,680,169
Cash equivalents	926,405,468	774,675,967
Coronation Strategic Income Fund	230,683,633	194,479,331
Prescient Income Provider Fund	232,102,001	193,572,833
Investec High Income Fund	232,576,915	192,523,450
Investec Stefi Plus Fund	-	194,100,353
Nedgroup Core Income Fund	231,042,919	-
	<u>997,012,584</u>	<u>822,364,024</u>

7. DEFERRED INCOME

7.1 DHET Infrastructure	865,309,949	305,003,494
Balance at the beginning of the year	307,608,940	-
Assets capitalised during the year	589,543,595	310,214,386
Bulk infrastructure completed during the year	-	107,398,713
Bulk infrastructure transferred to the Municipality and expensed during the year	-	(107,398,713)
Less: current depreciation transferred to income	(15,921,293)	(2,605,446)
Less: Current portion transferred to current liabilities	(15,921,293)	(2,605,446)
7.2 Assets transferred from Lower College of Agriculture (LCA)	69,856,175	70,934,226
Balance at the beginning of the year	73,731,789	76,529,352
Less: current depreciation transferred to income	(1,937,807)	(2,797,563)
Less: Current portion transferred to current liabilities	(1,937,807)	(2,797,563)
7.3 Assets transferred from National Institute of Higher Education (NIHE)	93,314,823	95,251,009
Balance at the beginning of the year	98,041,195	100,831,381
Less: current depreciation transferred to income	(2,363,186)	(2,790,186)
Less: Current portion transferred to current liabilities	(2,363,186)	(2,790,186)
7.4 Assets transferred from New Universities Project Management Team (NUPMT)	358,227,646	376,551,858
Balance at the beginning of the year	395,409,174	411,321,979
Add: Assets including WIP transferred during the year	-	2,944,511
Less: current depreciation transferred to income	(18,590,764)	(18,857,316)
Less: Current portion transferred to current liabilities	(18,590,764)	(18,857,316)
7.5 University Capacity Development Grant	-	-
Balance at the beginning of the year	-	-
Transferred balance from Research Development Grant	14,905,249	-
Transferred balance from Teaching Development Grant	19,679,997	-
Grant received during the year	13,196,000	-
Less: Expenses paid during the year	(12,047,579)	-
Less: Current portion transferred to current liabilities	(35,733,667)	-
7.6 Research Development Grant	-	-
Balance at the beginning of the year	14,905,249	9,681,076
Transferred to University Capacity Development Grant	(14,905,249)	-
Grant received during the year	-	5,910,000
Less: Expenses paid during the year	-	(685,827)
Less: Current portion transferred to current liabilities	-	(14,905,249)

	2018 R	2017 R
7.7 Teaching Development Grant		
Balance at the beginning of the year	-	-
Transferred to University Capacity Development Grant	19,679,997	12,477,190
Grant received during the year	(19,679,997)	-
Less: Expenses paid during the year	-	7,286,000
Less: Current portion transferred to current liabilities	-	(83,193)
	-	(19,679,997)
7.8 New Generation of Academic Project grant (nGAP)		
Balance at the beginning of the year	-	-
Grant received during the year	16,621,946	12,541,820
Less: Expenses paid during the year	12,500,000	7,500,000
Less: Current portion transferred to current liabilities	(5,111,973)	(3,419,874)
	(24,009,973)	(16,621,946)
Total Non-Current Deferred income	1,386,708,593	847,740,587
Total Current Deferred income	98,556,690	78,257,703

Deferred income represents the building and infrastructure funding received from the Department of Higher Education and Training (DHET) and other funders for which the conditions have been met and the assets are capitalised and depreciated. These funds are recognised as income over the depreciable life of the assets capitalised. This release is offset against the depreciation charge relevant to these assets. Where funds have been utilised to defray related expenses which do not qualify for capitalisation, income is recognised as the expenditure is incurred. In terms of the conditions attaching to these Government Grants, unspent amounts are not refundable.

7.1 The DHET provided the UMP with a grant to construct infrastructure from the 1 April 2016. Assets with the value of R589.544m (2017 - R310.214m) for Buildings, Furniture and Fittings and IT Equipment met the conditions of the conditional grant and the assets were capitalised during the year. Assets capitalised during the year was depreciated to the value of R15.921m (2017 - R2.605m) and recognised as income during the year. Assets of bulk infrastructure of R Nil (2017 - R109.373m) were constructed during the year and handed over to the local municipality as the UMP's bulk infrastructure contribution and recognised in full as income during the year.

7.2 The Lowveld College of Agriculture's (LCA) staff, assets and programs were incorporated into the UMP as from the 1 January 2015. The assets were taken over at their book values at 1 January 2015, and will be recognised as income as the assets are depreciated. The depreciation of R1.938m (2017 R2. 798m) was recognised as income during the year.

7.3 The National Institute of Higher Education (NIHE) ceased operations at the end of 2014 year and the UMP was decreed as its "successor in title". The assets were taken over at their book values at 1 January 2015, and will be released to income as the assets are depreciated. The depreciation of R2.363m (2017 - R2.790m) was recognised as income during the year.

7.4 The NUPMT, was contracted by DHET in 2012 to establish, purchase and construct certain assets for UMP. Assets to the value of R Nil (2017 - R2.944m) was capitalised at cost during the year. They will be released to income as the assets are depreciated. The depreciation of R18.590m (2017 - R18.857m) was recognised as income during the year.

7.5 The University Capacity Development Grant is a new designated, restricted use fund, established during the year by DHET by combining the Research Development Grant and the Teacher Development Grant. DHET has specified that this Grant shall be used to fund Staff and Student Development and Curriculum Renewal and Transformation.

7.6 The Research Development Grant was a designated, restricted use fund. DHET had specified that this Grant be used to fund the development of emerging research academic staff and the enhancement of research capacity at UMP. This grant was combined with the Teaching Development Grant to form the University Capacity Development Grant in 2018.

7.7 The Teaching Development Grant was a designated, restricted use fund. DHET had specified that this Grant be used for the furtherance of academic staff expertise on all the campuses of UMP, through their attendance of structured seminars and workshops as well as the establishment of a Resource Centre. The focal area being the usage of ICT to support both teaching and learning. This grant was combined with the Research Development Grant to form the University Development Grant in 2018

7.8 The New Generation of Academics Grant is a designated, restricted use fund. DHET has specified that this Grant shall be used to fund the recruitment of highly capable scholars as new academics, against a set of designed and balanced equity and in light of the disciplinary area of greatest need at UMP.

8. CONDITIONAL GRANTS

8.1 DHET Infrastructure Grant	1,084,695,054	1,039,096,300
Balance at the beginning of the year	1,039,096,300	795,890,000
Grants received during the year	638,508,000	662,052,000
Assets capitalised during the year	(589,543,595)	(310,214,386)
Bulk infrastructure contributions expensed during the year	-	(107,398,713)
Amounts expensed during the year	(3,365,651)	(1,232,601)

	2018 R	2017 R
8.2 NIHE Siyabuswa grant	5,031,049	5,031,049
8.3 Other Grants	121,612,968	78,433,561
Balance at the beginning of the year	78,433,561	26,270,178
Grants received during the year	53,335,970	52,163,383
Conditions met and transferred made to relevant accounts	(10,156,563)	-
Total Non-Current Deferred income	1,211,339,071	1,122,560,910
	R	R

8.1 DHET Infrastructure Grant

The DHET provided the UMP with an Infrastructure Grant to construct the infrastructure of the University. An amount of R638.508m (2017 - R662.052m) was received during the year. Assets to the value of R589.544m (2017- 310.214m) was capitalised during the year and R3.366m (2017 - R1.233ml)was for expenses incurred during the year. An amount of R Nil (2017 -R107.399m) was spent on the construction of bulk water and sewerage of the University. The bulk water and sewerage was transferred to the local municipality as part of the bulk contribution of the university and was recognised as income during that year.

8.2 A DHET grant received was ring fenced for infrastructure development at the Siyabuswa campus. An amount of R5.m (2017 - R5m) remains unspent at the end of the year.

8.3 Other grants includes capitalised interest of R99.654m (R2017 -R68,209m) and an amount of R18m (2017- R9m) from the National Lotteries Commission for the construction of sport facilities and R3.6m (2017 - R Nil) from the National Research Fund.

9. TRADE AND OTHER PAYABLES

Trade payables	8,904,236	10,121,664
Prepayments	32,797,635	12,991,402
Accruals	14,398,795	3,985,870
Retention creditors	33,633,030	24,000,383
	89,733,696	51,099,319

Due to their short term maturities, the carrying amounts of trade and other payables approximate their fair value.

10. PROVISION

Opening balance	15,018,672	10,615,111
Utilised	(14,394,109)	(5,016,511)
Additions	27,136,713	9,420,072
Closing balance	27,761,276	15,018,672

A provision for staff bonuses R12.133m (2017 - R10.886m), leave pay of R6.589m (2017 - R4.132m), legal fees of R2m (2017 - R Nil) and subvention for catering and security of R7.413m (2017 - R Nil) and has been recognised in the year.

11. GOVERNMENT GRANTS

11.1 Government grant - subsidy	328,424,833	203,603,894
11.2 Government grant - assets	42,178,701	137,274,393
	370,603,534	340,878,287

11.1 The government grant - subsidy was received from the DHET. The funding received was for operational costs.

11.2 The government grant - assets, comprises of the recognition of the total cost of Land (which is not depreciated) purchased from donated funds, assets constructed and handed over to the local municipality in terms of the bulk infrastructure contribution and the depreciation of depreciated donated assets.

12. STUDENTS, ACCOMMODATION AND OTHER FEES

Application fees	1,082,945	1,292,316
Residence fees	13,556,549	15,236,825
Tuition fees	66,541,905	45,980,313
	81,181,399	62,509,454

	2018 R	2017 R
13. DONATIONS RECEIVED		
Donations Received - government	-	-
- private	(230,737)	2,549,425
	<u>(230,737)</u>	<u>2,549,425</u>

An amount of (R0.230m) (2017- R1.199m) previously accounted for as Donation Received was refunded to a donor during the year. The previous years donation was received from MTN for IT hardware and software which was capitalised, and renovation costs to convert a classroom to a computer centre at the Siyabuswa campus, which was expensed.

14. INTEREST RECEIVED

Interest received on Cash and Cash Equivalents held at financial institutions.	<u>29,886,800</u>	<u>19,421,464</u>
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15. OPERATING SURPLUS

Operating surplus for the year is stated after accounting for the following:

Auditors remunerations

For statutory audit

- 2017 audit

- 2018 interim audit

For other audit services

Internal audit

Advertising and marketing

Depreciation, amortisation and impairments

Employee costs

Insurance

Motor vehicle expenses

Municipal services

Recruitment costs

Residence expenses

Small equipment

Travel and accommodation - International

Travel and accommodation - Local

	1,094,978	540,489
	557,248	540,489
	147,660	-
	390,070	-
	2,689,939	907,638
	6,121,096	11,178,415
	43,857,499	31,562,444
	221,654,381	177,773,706
	1,743,441	3,942,953
	1,890,582	957,157
	21,895,611	17,667,139
	1,262,701	2,275,206
	4,620,691	11,455,141
	1,827,475	1,150,123
	1,073,343	1,084,757
	<u>8,435,520</u>	<u>7,510,000</u>

16. TAXATION

The UMP is exempt from normal income tax in terms of section 10(1)(c)A of the Income Tax Act, (Act No.58 of 1962)

17. GENERAL RESERVE FUND

Unutilised funds

Balance at the beginning of the year

Amount provided for (utilised) during the year

	38,000,000	13,840,763
	13,840,763	29,000,000
	<u>24,159,237</u>	<u>(15,159,237)</u>

This is a designated, unrestricted use fund. The purpose of this fund is to ensure sufficient funding to finance any unforeseen, urgent and emergency future costs to meet the strategic and operational efficiency of the University. Funds to the value of R15.159m (2017 - (R15.159m)) was provided for (utilised) during the year in terms of a Council resolution.

18. SCHOLARSHIP, BURSARIES AND AWARDS FUND

Transferred from unutilised funds

Balance at the beginning of the year

Amount provided for (utilised) provided during the year

	28,000,000	19,315,804
	19,315,804	23,000,000
	<u>8,684,196</u>	<u>(3,684,196)</u>

This is an undesignated, unrestricted use fund under the control of the Council. The purpose of this fund is to finance Scholarship, bursaries and awards of UMP students. Funds to the value of R8.684m (2017 - (R3.684m)) was provided for (utilised) during the year in terms of a Council resolution.

19. REPLACEMENT FUND FOR PLANT AND EQUIPMENT

Transferred from unutilised funds

Balance at the beginning of the year

Amount provided for during the year

	18,543,000	18,543,000
	18,543,000	18,543,000
	<u>-</u>	<u>-</u>

This is a designated, unrestricted use fund. The purpose of this fund is to ensure sufficient funding to finance the future costs associated with the approved Institutional Maintenance Plan; and ensure sufficient resources to fund unforeseen and urgent maintenance costs.

	2018 R	2017 R
20. INVESTMENT EQUALISATION AND ACADEMIC STRATEGIC INITIATIVES FUND		
Transferred from unutilised funds	25,243,000	25,243,000

This is an undesignated, unrestricted use fund under the control of the Council. The purpose of this fund is to finance special academic strategic initiatives not provided for in the normal operating budget of the UMP and to mitigate the effect of poor performance of the investment portfolio and the fluctuations in student fee income and block grant allocations on the functioning of the UMP.

21. RESEARCH STRATEGIC INITIATIVES FUND

Transferred from unutilised funds	40,243,000	35,243,000
Balance at the beginning of the year	35,243,000	35,243,000
Amount provided for (utilised) provided during the year	5,000,000	-

This is an undesignated, unrestricted use fund under the control of the Council. The purpose of this fund is to finance special projects pertaining to postgraduate studies, research and innovation not provided for in the normal operating budget of the UMP.

22. INSTITUTIONAL CONTINGENCY FUND

Unutilised funds	25,697,000	19,029,861
Balance at the beginning of the year	19,029,861	20,697,000
Amount provided for (utilised) provided during the year	6,667,139	(1,667,139)

This is an undesignated, unrestricted use fund under the control of the Council. The purpose of this fund is to ensure sufficient institutional resources to fund the cost associated with unforeseen eventualities posing a threat to the safety and wellbeing of students and staff and / or which may result in severe damage to the reputation of the UMP and / or UMP property. Funds to the value of R6.667m (2017 - (R1.667m)) was provided for (utilised) during the year in terms of a Council resolution.

23. INSTITUTIONAL MAINTENANCE FUND

Unutilised funds	39,700,730	20,953,758
Balance at the beginning of the year	20,953,758	34,700,730
Amount provided for (utilised) provided during the year	18,746,972	(13,746,972)

This is an undesignated, unrestricted use fund under the control of the Council. The purpose of this fund is to ensure sufficient funding to finance the future costs associated with the approved Institutional Maintenance Plan; and ensure sufficient institutional resourced to fund unforeseen and urgent maintenance costs. Funds to the value of R18.746m (2017 - (R13.746m)) was provided for (utilised) during the year in terms of a Council resolution.

24. ACADEMIC SUPPORT FUND

Transferred from unutilised funds	15,000,000	10,000,000
Balance at the beginning of the year	10,000,000	10,000,000
Amount provided for (utilised) provided during the year	5,000,000	-

This is an undesignated, unrestricted use fund under the control of the Council. The purpose of this fund is to ensure sufficient funding to finance and ensure that sufficient resources are available to the support of the Academic project of UMP. Funds to the value of R5.m (2017 - R Nil)) was provided for (utilised) during the year in terms of a Council resolution.

25. STATEMENT OF CASH FLOW NOTES

25.1 Cash generated from operations		
Surplus (Deficit) for the year	68,430,654	(34,257,544)
Adjusted for:		
Government grants - assets	(38,813,050)	(139,791,325)
Donations - private		(796,155)
Depreciation, amortisation and impairment	43,857,499	31,562,444
Interest received	(29,886,800)	(19,421,464)
Deferred income released to income related to expenses	(17,159,552)	-
Conditional grant released to income related to expenses	(13,522,214)	
Insurance claim	(132,207)	(750,238)
Profit on sale of asset	(67,186)	(35,624)
Loss on decommissioning of assets	-	1,237,769
Movement in provisions	12,742,604	4,403,561
Changes in working capital		
Trade and other receivables	6,112,154	6,656,115
Deposits	-	(298,964)
Trade and other payables	38,634,377	(24,655,928)
	70,196,278	(176,147,353)

	2018 R	2017 R
25.2 Purchase of Property, Plant and Equipment		
Cost at the end of the year	2,147,454,232	1,504,353,994
Less: cost at the beginning of the year	(1,504,353,994)	(992,104,110)
Movement of assets during the year	643,100,238	512,249,884
Less: Assets received as a result of government grant	-	(2,944,511)
Less: Assets received as in kind private donations	-	(653,160)
Add: Disposal / decommissioned during the year	-	1,459,987
Purchase of Property, Plant and Equipment	643,100,238	510,112,200
25.3 Purchase of other intangible assets		
Cost at the end of the year	6,917,197	6,908,574
Less: cost at the beginning of the year	(6,908,574)	(1,479,613)
Additions to assets during the year	8,623	5,428,961
Less: Assets received as in kind private donations	-	(142,995)
Purchase of other intangible assets	8,623	5,285,966
25.4 Proceeds from sale of assets		
Net book value of assets written off	67,186	1,987,932
Profit (Loss) on sale of asset	67,186	(1,237,694)
Proceeds from sale of asset	134,372	750,238
25.5 Increase in Deferred Income		
Closing balance at the end of the year	1,485,265,283	925,998,290
Less: Assets capitalised/donated by government treated as deferred income	(589,543,595)	(313,158,897)
Add: Expenditure transferred to income	17,159,552	4,188,894
Add: Depreciation allocated to Deferred income	38,813,050	27,050,511
Less: Opening balance at the beginning of the year	(925,998,290)	(623,382,798)
Increase in Deferred Income	25,696,000	20,696,000
25.6 Increase in Conditional grants		
Closing balance at the end of the year	1,211,339,071	1,122,560,910
Add: Assets capitalised/donated by government treated as deferred income	589,543,595	310,214,386
Add: Expenditure transferred to income	13,522,214	1,232,961
Add: Bulk infrastructure assets transferred to donations - government	-	107,398,713
Less: Opening balance at the beginning of the year	(1,122,560,910)	(827,191,587)
Increase in Conditional grants	691,843,970	714,215,383
26. COMMITMENTS		
Capital Contracted Commitments		
26.1 Commenced but not yet completed	1,581,260,495	1,380,561,859
26.2 Contracted but not yet commenced	126,078,804	43,435,955
26.3 Committed but not yet contracted	2,770,543	119,456,978
TOTAL	1,710,109,842	1,543,454,792

26.1 Projects to the value of R1 591.417m (2017- R1 380.561m) were contracted for and commenced but not yet completed at the year end. Work-in-progress at the end of year was R570.229m (2017 - R527.524m).

26.2 Projects to the value of R126.079m (2017 - R43.436m) were contracted for as per the Council approved budget for infrastructure expenditure for which work had not yet commenced.

26.3 Projects to the value of R2.770m (2017- R119.457m) were committed for as per the Council approved budget for infrastructure expenditure for which contracts has not been concluded for at year end.

Operating Lease Commitments

within 1 year	232,284	232,284
within 5 years	54,392	286,676

The UMP entered into an operating lease with Konica Minolta for the provision of printing related services. This contract inception in 2015 and was entered into with an annual 0% escalation for a 36 month period. Konica Minolta allows for the cancellation of prevailing contract with the proviso of a one month notice period.

27. EXECUTIVE MANAGEMENT AND COUNCIL MEMBERS' REMUNERATION

EXECUTIVE	2018 R Salary	2018 R Expense Allowance	2018 R Total	2017 R Total
Prof TV Mayekiso (Vice-Chancellor)	3,700,726	30,468	3,731,194	3,503,102
Prof RTF Bernard (Deputy Vice Chancellor)	2,090,593	22,848	2,113,441	2,017,197
Prof RL Howard (Deputy Vice-Chancellor)	2,090,593	22,848	2,113,441	2,016,588
Mr KD Pather	2,277,592	12,060	2,289,652	2,184,738
Mr JSM Legodi	1,821,151	12,060	1,833,211	1,758,887
Mr CL Mavuso	1,837,168	12,060	1,849,228	1,733,651
Dr PM Maminza	1,422,093	12,060	1,434,153	1,344,734
	<u>15,239,916</u>	<u>124,404</u>	<u>15,364,320</u>	<u>14,558,897</u>

NON-EXECUTIVE COUNCIL MEMBERS

	Honorarium	Expense Allowance	Total 2018	Total 2017
Dr DM Mabunda (Chairperson)	39,760	-	39,760	64,449
Ms C Mabuza (Deputy Chairperson)	42,219	-	42,219	20,536
Mr GP Els	13,016	-	13,016	13,140
Dr BL Kgobane (term ended 14 August 2018)	8,229	-	8,229	16,739
Ms C Ledwaba	60,115	-	60,115	45,313
Ms IM Mahlangu (term ended 14 August 2018)	36,706	-	36,706	57,628
Mr MM Maimane (term ended 14 August 2018)	24,808	-	24,808	48,569
Ms I Makwetla (term ended 14 August 2018)	4,998	-	4,998	9,516
Mr A Mashego (term ended 14 August 2018)	23,178	-	23,178	37,756
Dr X Mkhwanazi (term ended 14 August 2018)	3,020	-	3,020	10,872
Ms L Mohlala (term ended 14 August 2018)	4,998	-	4,998	14,348
Mr TG Mokoena	35,453	-	35,453	25,073
Prof RTG Nhlapho	15,809	-	15,809	10,872
Prof SS Ripinga	22,906	-	22,906	14,348
Ms H Thrush (term ended 14 August 2018)	-	-	-	14,201
Dr NJ Tshawane (term ended 14 August 2018)	17,576	-	17,576	28,549
Adv JC Weapond (term ended 14 August 2018)	3,231	-	3,231	8,456
Mr JN Aling (appointed 2 February 2018)	17,273	-	17,273	-
Mf OM Galane (appointed 10 October 2018)	12,910	-	12,910	-
Mr MMC Khoza (appointed 4 August 2018)	10,328	-	10,328	-
	<u>356,022</u>	<u>-</u>	<u>373,295</u>	<u>459,251</u>

28. RELATED PARTIES

Relationships

The university is ultimately accountable to the Department of Higher Education and Training (DHET) in terms of the Higher Education Act, 1997(Act 101 of 1997). Transactions with the DHET are also disclosed in note 7 and 8.

UMP is the successor in title to the National Institute of Higher Education (NIHE) of Mpumalanga, which activities ceased at the end of 2014.

Qualifying students registered at the UMP receives bursaries from both NSFAS and Funza Lushka.

RELATED PARTY TRANSACTIONS

Government grants from the DHET - operational	328,424,833	203,603,894
Government grants from the DHET - assets	42,178,701	137,274,393
Conditional grant received from the DHET	638,508,000	662,052,000
Funza Lushaka bursaries received for qualifying students	31,252,932	33,563,338
NSFAS bursaries received for qualifying students	122,356,425	37,436,965
Assets transferred from NUPMT	-	2,944,511
	<u>1,162,720,891</u>	<u>1,076,875,101</u>
Related party balances		
Deferred income from DHET	865,309,949	305,003,494
Current portion of Deferred income	98,556,690	78,257,703
Conditional grants	1,084,695,054	1,122,560,910
NSFAS Debtors (creditors) balance	(18,131,728)	9,016,100
Funza Lushaka Debtors balance	32,831	392,180
	<u>2,030,462,796</u>	<u>1,515,230,387</u>

29. RISK MANAGEMENT

Capital risk management

The university's objectives when managing capital are to safeguard the university's ability to continue as a going concern in order to provide returns for the Minister and benefits for other stakeholders and to maintain an optional capital structure to reduce the cost of capital.

The capital structure of the UMP consists of cash and cash equivalents disclosed in note 6 and equity as disclosed in the statement of financial position. There are no externally imposed capital requirements.

There have been no changes to what the entity manages as capital, the strategy for capital maintenance or externally imposed capital requirements from the previous year.

Financial risk management

The university's activities expose it to a variety of financial risks: market risk (including interest rate risk), credit risk and liquidity risk. Risk management may require consideration of the certainty of future income streams.

Liquidity risk

The university's risk to liquidity is a result of the funds available to cover future commitments. The UMP manages liquidity risk through an ongoing review of future commitments and credit facilities and committed funding streams.

Cash flow forecasts are prepared and adequate utilised borrowing facilities are monitored.

The below analyses the university's non-derivative financial liabilities into relevant maturity groupings based on the remaining period at the statement of financial position date to the contractual maturity date. Derivative financial liabilities are included in the analysis if their contractual maturities are essential of an understanding of the timing of the cash flows. The amounts disclosed are the contractual undiscounted cash flows.

Less than one year

Trade and other payables	<u>89,733,696</u>	<u>51,099,319</u>
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Interest rate risk

The UMP has exposure to cash flow interest rate risk which is mainly arising from its deposit with banks, as well as interest on overdue payables. The UMP manages its exposure to interest rate risk by avoiding any interest bearing borrowing at this time and settles debts with creditors within 30 days.

At 31 December 2018, if interest rates on cash and cash equivalents had been 0.5% higher/lower with all other variables held constant, the deficit for the year would have been R2 189 890 (2017: R537 000) higher/lower.

Credit risk

Credit risk consists mainly of cash deposits, cash equivalents, derivative financial instruments and trade debtors. The UMP only deposits cash with major banks with high quality credit and limits exposure to any one counterparty.

30. GOING CONCERN

The financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

	Notes	2018 R	2017 R
INCOME FROM STUDENTS	12	81,181,399	62,509,454
Application fees		1,082,945	1,292,316
Residence fees		13,556,549	15,236,825
Tuition fees		66,541,905	45,980,313
OTHER INCOME		406,647,952	365,353,047
Government grants - subsidy	11	328,424,833	203,603,894
Government grants - assets	11	42,178,701	137,274,393
Donations received	13	(230,737)	2,549,425
Interest received	14	29,886,800	19,421,464
Rental income - staff housing		321,828	346,863
Sales of goods and other services		6,066,527	2,157,008
TOTAL INCOME		487,829,350	427,862,501
OPERATING EXPENSES (Refer to page 29)		419,398,696	462,120,045
(DEFICIT)/SURPLUS FOR THE YEAR	15	68,430,654	(34,257,544)

OPERATING EXPENSES	419,398,696	462,120,045
Advertising and marketing	6,121,096	11,178,415
Auditors remunerations - external	1,094,978	540,489
Auditors remunerations - internal	2,689,939	907,638
Bank charges	474,083	329,683
Bulk infrastructure contribution	3,480,174	109,373,253
Catering and refreshment expenses	3,307,453	2,765,588
Cleaning	2,890,497	3,395,713
Communication costs	532,354	566,680
Conferences and workshops	1,424,414	3,470,518
Depreciation, amortisation and impairments	43,857,499	31,562,444
Employee costs	221,654,381	177,773,706
Examination expenses	169,475	578,341
Fines and penalties	-	(477,216)
Information Communication and Technology cost	6,006,434	3,193,313
Insurance	1,743,441	3,942,953
Legal fees	8,685,892	3,773,594
Loss on decommissioning of assets	-	1,237,694
Motor vehicle expenses	1,890,582	957,157
Municipal services	21,895,611	17,667,139
New Generation Academic Programme Expenses	5,111,973	3,419,874
Office supplies	2,668	12,528
Other expenses	1,074,290	1,648,630
Printing and stationery	2,964,076	2,100,129
Professional services	6,504,348	3,871,283
Provision for bad debts	2,865,106	11,445,996
Programme costs	1,440,692	558,035
Protective clothing	18,259	13,250
Recruitment costs	1,262,701	2,275,206
Rental of buildings	-	637,250
Rental of equipment	1,226,125	1,216,838
Repairs and maintenance	8,115,463	13,746,972
Research development grant expenses	-	713,102
Residence expenses	4,620,691	11,455,141
Security and safety	22,395,768	8,600,345
Service fees	586,846	81,588
Small equipment	1,827,475	1,150,123
Staff development	(21,163)	3,815,226
Student support services	4,240,882	7,807,995
Subscriptions	3,122,034	2,335,519
Teaching development grant expenses	-	83,193
Training	2,565,715	3,799,963
Travel and accommodation - international	1,073,343	1,084,757
Travel and accommodation - local	8,435,520	7,510,000
University Capacity Development Grant	12,047,579	-

ANNEXURE 1



LIST OF POLICIES APPROVED BY COUNCIL IN 2018

1. Pass by Link Policy
2. Policy on the Management of Leave (Revised)
3. UMP Facilities and Venue Booking Policy
4. Disposal of Movable Assets Policy
5. Merit Award for Academic Excellence (Revised)
6. Social Media Policy
7. University of Mpumalanga Collection Development Policy
8. Policy for the Management of Protest Actions by Students
9. Policy on Deferred Retirement
10. Travel and Subsistence Policy (Revised)
11. Policy on Vice-Chancellor's Scholarship Programme (Revised)

ANNEXURE 2

DEPARTMENT OF HIGHER EDUCATION AND TRAINING: ANNUAL PERFORMANCE REPORT 2018

SECTION:

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1. ENROLMENT PERFORMANCE (2018) AGAINST MINISTERIAL APPROVED TARGETS

**TABLE 1: STUDENT ENROLMENT TARGETS
(WHERE THE DEVIATION IS GREATER THAN 1%, A REASON IS PROVIDED.)**

Key performance indicator	Target (2018) percentage or total number	Performance indicators for 2018	Reason for deviation
A. Access			
<u>Headcount totals</u>			
First-time entering undergraduates	1071	1022	Late accreditation of the BA and BCom resulted in a short period for recruitment and therefore lower than expected FTENS.
Headcount enrolments	2550	2471	Late accreditation of the BA, BCom and Advanced Diploma in Hospitality Management resulted in a short period for recruitment and therefore lower overall enrolments than expected.
Headcount enrolments (Foundation Provisioning)	0	0	
Headcount enrolments total UG	2550	2471	Late accreditation of the BA, BCom and Advanced Diploma in Hospitality Management resulted in a short period for recruitment and therefore lower overall enrolments than expected.
Headcount enrolments total PG	0	0	/
Enrolments by Major field of study			
Science, engineering and technology	1550	1470	We reduced intake into the Diploma in Agriculture and Diploma in Nature Conservation.
Business/management	230	185	The late accreditation of BCom and Advanced Diploma in Hospitality Management resulted in a short period for recruitment.

Education	401	408	We were able to accept seven more students into first year than planned.
Other humanities	369	408	At the time of planning, we did not have accreditation for the BA.
Distance education enrolments	0	0	/

B. Success

Graduates UG	543	408	The number of graduating students was 25% below the target due to a lower completion rate than expected in 2018.
Graduates PG	0	0	/
<u>Undergraduate output by scarce skills</u>			
Engineering	0	0	/
Life and physical sciences	316	219	This is lower than expected due to the lower than expected number of students in the life and physical sciences completing in 2018.
Animal and human health	0	0	/
Teacher education	98	98	0
Success rate	21%	16.5%	This is lower than expected due to the lower than expected number of students graduating in 2018.

C. Efficiency

<u>Instructional/Research Professional Staff including part time staff</u>			
Headcount of permanent instructional/research professional staff	115	100	We have used a number of contract staff while we complete a major recruitment exercise.

% Staff with doctoral degrees	30%	30.7%	0
Number of nGAP staff	9	9	0
Ratio of FTE students to FTE instructional/research staff	22:1	23.7:1	This is greater than the target because the University has used a number of non-permanent staff during the year while recruitment processes are underway.

D. Research output

Publication units per I/R staff	0.7	0.6	A few of our submitted outputs from accredited journals were rejected by the DHET because of a perceived low quality.
Research masters graduates (Weighted)	N/A	N/A	0
Doctoral graduates (Weighted)	N/A	N/A	0

2. EARMARKED GRANTS

TABLE 2. EARMARKED GRANTS FOR 2018 (FUNDING ENVELOPES AND INFRASTRUCTURE PROJECTS)

Grant	Earmarked Allocation	Year -Expenditure	Year Indicator as per the APP	Progress (Explanation on variations and steps to be taken to improve performance if target is not met)
University Capacity Development Grant	R15 403 244.00	R12 227 034.67	100% expended	20% under expenditure resulted from some projects being postponed until 2019, other projects being undertaken by university employees and other projects funded by donor funding.
Foundation Provision Grant				NA
Clinical Training Grant				NA

Infrastructure and Efficiency Grants				NA
Veterinary Sciences				NA

3. A SELECTION OF UMP KEY PERFORMANCE HIGHLIGHTS AND ACHIEVEMENTS IN 2018

3.1 GOVERNANCE

Council, through its oversight ensures legislative and legal compliance by the University and of management for the strategic and day-to-day effective running of the institution. The University Council, and its Committees met quarterly to deal with governance matters. These structures are working efficiently and have made significant contributions to the UMP governance. The term of office of the Council members who assumed office in August 2014 came to an end on 14 August 2018. Concerted efforts to constitute Council in terms of the UMP Statute commenced in April 2018. Nominations were requested from the various stakeholders and a newspaper advert was also issued. A new Council was duly constituted in August and the Chair and Deputy Chairperson of Council were elected in September 2018.

The Institutional Forum kept its mandate of ensuring that it advises Council on matters defined by the Higher Education Act.

Senate is responsible for academic governance that includes approving academic programmes and policies, ensuring academic quality and enhancing student academic performance. During the period under review Senate and its committees functioned well and held meetings as per the Almanac of the University.

The Audit, Risk and IT Governance Committee (ARIGO), a sub-committee of Council deals with all governance matters relating to the risk management of the identified institutional risks including Information, Communication Technology (ICT) risks. The inclusion of representation from our external and internal auditors ensures that audit and risk matters are effectively managed.

3.2 TEACHING AND LEARNING

In 2018 we launched three new qualifications, being the Bachelor of Arts, Bachelor of Commerce and Advanced Diploma in Hospitality Management.

During 2018, the University continued to develop its programme qualification mix (PQM) and submit new qualifications to the DHET and CHE. During 2018, we received accreditation for the following eight new qualifications:

- Bachelor of Science
- Bachelor of Agriculture Honours in Agricultural Extension and Rural Resource Management
- Bachelor of Development Studies Honours
- Master of Education in Early Childhood Development
- Advanced Diplomas in Agriculture in Post-harvest Technology
- Advanced Diplomas Nature Conservation
- Advanced Diplomas Agriculture in Agricultural Production Management

These include our first four postgraduate qualifications (two Honours and two Masters) and will bring the total number of qualifications in 2019 to 20.

The Department of Higher Education and Training gave PQM clearance for:

- Diploma in Tourism Management
- Diploma in Culinary Arts
- Postgraduate Diplomas in Nature Conservation
- Postgraduate Diploma in Hospitality Management
- Bachelor of Administration
- Bachelor of Hospitality Management
- Bachelor of Arts in Media, Culture and Communication
- BA Honours in Psychology
- BA Honours in Sociology
- BCom Honours in Economics
- B Development Studies Honours in Development Economics
- Master of Science
- Master of Science in Agriculture

These qualifications will be submitted to the CHE in 2019.

The University was awarded four New Generation of Academics Programme posts in 2018 in heritage and culture, plant propagation, animal production and information communication technology. We have been able to fill these positions with excellent young aspirant academics who will join the University in January 2019.

In 2018, the University Capacity Development Plan (UCDP), funded by the University Capacity Development Grant (UCDG) was launched. This plan has three main projects being:

- **Project 1. UMP Staff Development:** Transforming Teaching, Learning and Research: towards enhanced quality, success and equity. UMP Student Development.
- **Project 2. UMP Student Development:** Transforming Teaching, Learning & Research: Towards Enhanced Quality, Success and Equity.
- **Project 3. UMP Curriculum renewal and transformation:** Transforming Teaching, Learning and Research: Towards Enhanced Quality, Success and Equity.

Each project includes a number of activity areas and is funded from the UCDG with a total allocation from the University's core grant of R 15 403 244.00

Enrolment Planning

In 2018, a draft enrolment plan for 2020 – 2025 was developed for the Department of Higher Education and Training (DHET) and after initial discussion with DHET, a final enrolment plan was considered and approved by Senate and submitted to Council for consideration and approval. This enrolment plan will see the University introduce new undergraduate and postgraduate qualifications and it will see the University grow to about 9 000 students in 2025 who will be registered in one of as many as 80 different qualifications.

Graduation

The University held its 3rd Graduation Ceremony on 12 May 2018 at which 103 Diplomas awarded, 135 Degrees and 17 Advanced Diplomas conferred. The ceremony, which was officiated by the Chancellor, marked the completion of our first cohorts of students in the Bachelor of Education in Foundation Phase Teaching, and the Diploma in ICT.

Academic Support

In 2018, the University continued to support academic staff in the professional development as educators in higher education. A focus in 2018 was on preparing staff to use the Learning Management System (Moodle) and other forms of Technology Enhanced Teaching and a range of workshops were held on both campuses in this regard.

Recognition of Student Achievement

Comment on the Academic Excellence Awards for 2017 held in 2018.

The second Academic Excellence Awards Ceremony was held 11 May 2018 and was attended by members of Council, Senate, University staff and family and friends of the award winners. The following awards were made.

Promotion of Academic Staff

In 2018, the first two academic staff successfully applied for promotion. Professor T. Mwabvu was promoted from Senior Lecturer to Associate Professor and Dr I. Agholor was promoted from Lecturer to Senior Lecturer. In accordance with our policy, the Promotions Committee for Professor Mwabvu included an independent external who was an extremely experienced academic and A rated researcher.

3.3. RESEARCH AND KNOWLEDGE GENERATION

In the period under review, a focus was on research quality and productivity through research capacity development, identification of Institutional Research Themes, resource mobilization and strengthening of national and international partnerships. Staff members, on both campuses, received support (financial and mentoring) for postgraduate studies undertaken at various universities in South Africa, national and international conference and or workshop attendance and publications of research output. As a growing university, with new staff employed yearly, all research policies to promote research culture and increase productivity were workshopped and implemented during this reporting year.

Emerging researchers were provided with training in Masters' and Doctoral proposal writing, research methods, methodology and data analyses, writing for scholarly publications and afforded the opportunity to attend two writing retreats organized outside the university premises. All trainings and mentoring were provided by distinguished professors from various South African universities and visiting professors. Staff members had the opportunity to engage with their postgraduate supervisors and mentors. Two of our staff applied for the NRF Competitive Grant for non-rated researchers and the NRF-FRF Doctoral sabbatical Grant. Both applications were successful and awarded to Dr Inam Yekwayo and Ms Ayanda Shabalala, respectively.

Quality productivity was also promoted through the employment of 4 Postdoctoral fellows, two rated researchers and a Research Associate. The Policy on Research Publications enabled us to pay for page fees for 25 Journal publications. In order to strengthen research quality and productivity, seven Institutional Research Themes with Theme drivers were identified. These include:

1. Ethics and Governance
2. Information Communication and Technology for Development
3. Youth Development and Empowerment
4. Environmental and Socio-economic Sustainability
5. Post-harvest Management and Food Security
6. Biodiversity Conservation and Development
7. Early Childhood Development, Education and Training

The 2017 DHET Research output report submitted to DHET in May 2018 and units obtained were 21.69.

The University received grants from the NRF/DST and NEMISA to the value of R2 236 251.00 for research purposes in 2018. Seven staff continued to enjoy NRF funding for their research projects, student supervision and Africa interactions. Seven nGAP scholars received NRF funding for their research projects. Three of our Post-docs, one from UK received the NRF/DST Newton Fund and the other two Post-doctoral Fellows were part funded by UMP, NRF and Endangered Wildlife Trust. The appointment of two rated researchers and application for evaluation by Professor Thoko Mayekiso is an indication of the importance given to research excellence by the university.

The University placed emphasis on partnerships as enablers towards the achievement of UMP Vision. Memoranda of Understanding were signed with three universities from the African continent (Mozambique, Malawi, Uganda and three South African institutions) and three international (Austria, Australia and Germany) institutions in this reporting period. As a member of the Erasmus+ consortium on Learning and Teaching Tool Fueling University Relations with the Economy (LaTFURE), reports on LaTFURE activities for 2018 were submitted as per the consortium agreement documents. The Steering Committee meetings held in May 2018 in Heilbronn, Germany and October 2018 in Johannesburg, South Africa. The African Consortium members met with the DHET in September and October 2018 to discuss Work Package 3. The meetings held at DHET, Pretoria and UMP Mbombela, respectively.

3.4. NEW INFRASTRUCTURE

To ensure data network performance, a high speed 10 gigabits per second fibre optic network is used to interconnect all buildings. In 2018, a total of 10 new network distribution rooms were connected to the bulk data network through the installation of 5 Km of fibre optic cable.

The university completed the construction of the following buildings during the year 2018:

- a) NBP0003: IT Laboratories
- b) NBP0005: Hospitality and Tourism Building
- c) NBP0006: Multipurpose Academic Teaching Venue
- d) NBP0007: Multipurpose Administration Building

In addition to the buildings the university embarked on and concluded the construction of the following key infrastructure services at the Lower Campus:

- a) Electrical Infrastructure
- b) Civil Engineering Infrastructure
- c) Installation of Lower Campus Chiller Plant and Building
- d) Urban Fabric Landscaping Infrastructure

The construction of the following projects has reached an advanced stage:

- a) NBP0008: Conference and Wellness Centre
- b) NBP0012: Science Research Facilities
- c) NBP0013: Residential, Dining and Student Support Building and the landscaping surrounding the building

The following Hill and Orchards Campus Infrastructure Development contracts were awarded as at 31 December 2018:

- a) SIP20001a – Civil Package 1: South Road and Associated Services
- b) SIP0002b – Civil Package 2: Orchard Campus and Associated Services
- c) SIP200021c – Civil Package 3: Hill and Orchards Campus Central Infrastructure and Services
- d) SIP20001d – Civil Package 4: Boschrand and Watercourse Upgrade
- e) SIP2002b – Electrical Package 2: MV and LV and reticulation for Hill and Orchards Campus

Detailed designs are currently in progress for the following buildings:

- a) Irrigation Laboratory
- b) Academic & Archive Building
- c) Server & Security Building

On the Siyabuswa Campus:

Detailed design for the future 20MVA substation is nearing completion.

Siyabuswa Campus: The installation of a New 315 kVA mini-sub by ESKOM to alleviate critical power shortages has been completed. Various buildings of the campus will be connected to this mini sub in the first quarter of 2019.

ANNEXURE 3



2018 ANNUAL PERFORMANCE PLAN CONSOLIDATED REPORT

ACTIVITY AREA 1: GOVERNANCE AND STRATEGIC LEADERSHIP AND MANAGEMENT

Goal: Establish effective and efficient governance and strategic management arrangements in support of UMP's mandate

Performance Objectives	Performance Target Dates	Implementation Measures	Actual Performance	% Deviation
1.1 Developing and Implementing an effective and efficient Multi-Campus Management Model.	31 December	Conduct an evaluation of the implementation of the Multi-Campus Management Model.	Achieved The evaluation of the implementation of the Multi-Campus Management Model was conducted on 15 January and 6 December 2018.	Nil
1.2 Developing an organisational academic structure in support of UMP's academic mandate.	30 November	Establish one School.	Achieved The establishment of the School of Social Sciences was approved by Senate on 17 September 2018.	Nil
1.3 Develop an effective framework for ethical and sound governance and management at UMP.	30 November	Two workshops on ethical management and leadership for EMANCO. Two workshops on ethical management and leadership for middle management.	Achieved <ul style="list-style-type: none"> Two workshops on Ethical Leadership and Management for EMANCO were held on 27 June and 28 November 2018. Two workshops on Ethical Leadership and Management for middle Management were held on 7-8 May and 30-31 May 2018. 	Nil
1.4 Establish systems and processes to ensure regulatory compliance and risk management at all institutional levels.	31 December	Update the Audit, Risk and IT Governance Matrix quarterly.	Achieved The Audit, Risk and IT Governance Matrix was updated on a quarterly basis and served at the quarterly meetings of ARIGC.	Nil

	31 December	Align institutional structures and processes with the UMP Statute.	Achieved <ul style="list-style-type: none"> • Senate, Council and IF membership were aligned with the UMP Statute. • Charters of Council Committees were reviewed and approved by Council on 27 September 2018. 	Nil
	30 September	Institutional Risk Register review.	Achieved <p>The Institutional Risk Register was reviewed on 25 September 2018 and facilitated by the Internal Auditors.</p>	Nil
	Quarterly	Risk Management Reports submitted quarterly to ARIGC.	Achieved <p>Risk Management Reports were submitted quarterly to ARIGC on 01 March, 07 June, 21 September and 1 November 2018.</p>	Nil
	30 June	Submission of 2017 Annual Report to DHET.	Achieved <p>The 2017 Annual Report was submitted to DHET on 30 June 2018.</p>	Nil

ACTIVITY AREA 2: RESEARCH AND KNOWLEDGE GENERATION

Goal 1: Create and support an environment that fosters research quality and productivity

Performance Objectives	Performance Target Dates	Implementation Measures	Actual Performance	% Deviation
2.1 Provide an enabling policy and funding framework for research to improve research quality and productivity.	31 December	Workshop research policies that support the improvement of research quality and productivity to new academic staff including nGAP scholars.	Achieved A Workshop on Research Policies, procedures and processes was held on 12 July 2018 at Mbombela Campus with new academic staff and nGAP Scholars.	Nil
	31 May	Submission of 2017 DHET Research Output to DHET.	Achieved 2017 DHET Research Output Report audit commenced 26 March 2018 and report submitted to DHET on 15 May 2018.	
	31 October	Workshop Ethics, Research Excellence awards and incentive policies at Siyabuswa Campus.	Achieved A Workshop on Ethics, Research Excellence awards and incentive policies processes and procedures was conducted at Siyabuswa Campus on 24 October 2018.	
2.2 Promote, recognise and reward research and innovation excellence.	31 December	Research Excellence Awards held.	Achieved <ul style="list-style-type: none"> • The Research Excellence Awards Ceremony held on 25 October 2018. • The recipients were Professor Tarombera Mwabvu and Dr Oswald Mhlanga from the Schools of Biology and 	Nil

				Environmental Sciences and Hospitality Management, respectively.	
2.3	Increase and diversify external and internal financial resources available to support research-related activities.	31 December	NRF/ DST Grants for 5 research Projects.	<p>Over achieved</p> <p>Total Grant received for Projects sponsored by NRF/DST and other sponsors = R2,236,251:</p> <ul style="list-style-type: none"> • R310,000 received from DST for the Nkomazi Project led by Dr Otang Mbeng. • R30,000 from NRF for Dr Taro Mwabvu NRF Rated Researcher. • R92,697 from NRF for Prof Parker Projects. • R60,000 from NRF for Prof Ngqondi Thuthuka Project. • R483,554 from NRF for Dr Otang Mbeng Projects. • R40,000 from NRF for UMP Knowledge Interchange Collaboration Applicants (Prof Parker; Dr Mbeng). • R490,000 from NRF for Post- Doctoral Fellows. • R230,000 from NRF for nGAP Scholars' research. • R500,000 from NEMISA for ICT Project. 	Nil
			5 Researchers funded by SERVICES SETA.	<p>Not Achieved</p> <p>5 staff engaged in postgraduate studies funded by SERVICES SETA.</p>	Nil

			Funding for 2 Foreign Visiting Professors.	Achieved <ul style="list-style-type: none"> • Funding received from NRF for Visiting Professors Terry Perry from Furman University, USA; • Funding received late 2017 used early 2018 for Prof Abraham Pizam from University of Central Florida, USA; • Prof Christine Dranzoa and Staff from Muni University, Arua, Uganda. 	Nil
			Funding for UMP African interactions.	Achieved <p>Dr Otang Mbeng granted R32,000 by NRF to visit Nigeria on African interaction.</p>	Nil
			Funding for 1 international project (Erasmus+).	Achieved <p>Documentation to release Funding for Erasmus + project was submitted to Project Coordinator on 6th September and 29 November 2018.</p>	Nil

Goal 2: Develop and sustain the research capacity of staff and students

2.4	Attract, nurture and develop research potential and talent.	30 June	6 NRF Interns appointed for UMP.	Achieved <ul style="list-style-type: none"> • 6 NRF interns appointed at UMP. • Five assumed duty on 1 April 2018. The sixth one declined the offer to come on the basis of lack of affordable accommodation in Mbombela. 	Nil
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		31 December	1 Report on Research mentorship programme for nGAP staff.	Achieved Report on Research mentorship for nGAP staff submitted to DHET on 05 October 2018.	Nil
		31 December	1 Report on staff registered for Masters' and Doctoral degrees.	Achieved Progress Reports from supervisors of staff registered for postgraduate studies submitted to the Research Office.	Nil
2.5	Provide support to emerging researchers, postgraduate students and Postdoctoral fellows to become research active.	31 October	Writing for Scholarly Publication Training at Siyabuswa and Mbombela.	Achieved Writing for Scholarly Publication Trainings held at the Mbombela Campus from 23 to 24 May 2018 and Siyabuswa Campus from 2 to 3 August 2018.	Nil
		31 December	Masters' and Doctoral Proposal writing programmes.	Achieved Masters' SATN Proposal writing Modules 1-4 completed 17 August 2018. Not achieved Module 5 for Doctoral staff was scheduled for November 2018 but did not take place due to the protests. Module 5 to take place 25 February 2019.	Nil 20%
		31 December	Postgraduate supervision programme.	Not achieved The SATN/UMP Postgraduate supervision programme was scheduled for November 2018 but did not take place due to protests. It has been scheduled for 26 February 2019.	100%

		31 July	2 Writing Retreats (January and July).	Achieved Two writing retreats were held January from 8-12 and July from 2-6 2018 at Kruger Park, Hazyview.	Nil
		31 December	4 Institutional Seminars and 3 Public Lectures.	Achieved <ul style="list-style-type: none"> • Profs P Siyongwana, C Dranzoa, J Jansen and P Lukhele-Olorunju presented seminars on 20 February, 22 February, 16 July and 20 November 2018. • Prof A Pizam on 26 February 2018, Bishop M Mpumlwana and Prof A Brem, presented Public Lectures on 9 and 31 October 2018. 	Nil
		31 December	20 Research communities of practice (March-December 2018).	Achieved 20 Research communities of practice seminars presented by staff.	Nil

Goal 3: Conduct research that contributes to local, regional, national and global sustainability

2.6	Establish and expand research partnerships, collaborations, networks and linkages nationally and internationally.	31 December	Revised Database of possible collaborators with updates.	Achieved Revised database of UMP collaborators/ partners networks and linkages available at the Research Office.	Nil
		31 December	Formal linkages with signed MoUs with 2 National and 2 International partners.	Over Achieved <ul style="list-style-type: none"> • International MoUs signed with Friedrich Alexander University, Germany; Millennium University of Malawi; Western Sydney University of Australia; FH Joanneum University of Austria; UEM of Mozambique; Makerere University, 	Nil

				Uganda and Harvard University, USA. • National MoUs with NEMISA on 02 August 2018 and Southern African Wildlife College on 24 April 2018.	
2.7	Identify and develop institutional research themes.	31 August	Identify subthemes and provide funding for Institutional Research Themes.	Achieved <ul style="list-style-type: none"> • Subthemes identified on the 18 January 2018. • Funding for Institutional Research Themes approved by MANCO on the 17 January 2018. • Applications for funding theme projects processed and approved for funding to total of R114, 524. 	Nil

ACTIVITY AREA 3: TEACHING AND LEARNING

Goal 1: Develop a PQM and enrolment plan that is appropriate for a multi-campus comprehensive University and that is responsive to our context

Performance Objectives	Performance Target Dates	Implementation Measures	Actual Performance	% Deviation
3.1 Develop an academic plan that will inform underpin and support all academic activity.	31 December	Finalise the academic plan for Siyabuswa.	Achieved Academic Plan for Siyabuswa was completed on 28 December 2018 and will be discussed at Faculty Board meeting in March 2019.	Nil
	30 June	Quality assurance framework submitted to MANCO.	Achieved QA framework submitted to MANCO on 28 June 2018.	Nil

		31 August	Mid-year report on UCDP submitted to Senate.	Achieved Mid-year report submitted to Senate on 30 August 2018.	Nil
		31 December	Draft end of year report on UCDP submitted for approval to DVC A for submission to Senate in Q1 2019.	Achieved Draft end of year report completed on 28 December 2018.	Nil
		30 June	Pass on Link Policy approved by Council	Over achieved <ul style="list-style-type: none"> • Policy approved by Council on 27 March 2018. • Policy development and approval progressed more rapidly than planned. 	Nil
3.2	To conceptualise, develop and launch new qualifications that will both stand alone and support articulation within UMP and between institutions.	31 December	Submit applications for at least 2 new undergraduate and 2 postgraduate programmes to DHET and HEQC.	Over achieved <ul style="list-style-type: none"> • Diploma in Tourism Management submitted to CHE on 27 March 2018; • PGDip Hospitality Management submitted to DHET on 9 April 2018; • B Hospitality Management submitted to DHET on 1 May 2018; • BA Honours in Sociology submitted to DHET on 31 May 2018; • BA Honours in Psychology submitted to DHET on 31 May 2018; • BA Honours in Industrial Psychology submitted to DHET on 31 May 2018; • BCom Honours in Economics submitted to DHET on 31 May 2018; • B Development Studies Honours in Development Economics submitted to DHET on 31 May 2018; • Diploma in Animal Production submitted to CHE on 31 May 2018; 	Nil

				<ul style="list-style-type: none"> • MSc (Agriculture) submitted to DHET 28 June 2018; • MSc submitted to DHET 28 June 2018; • Masters in Development studies submitted to DHET on 24 July 2018; • Postgraduate Diploma in Nature Conservation submitted to DHET on 13 July 2018; • Diploma in Tourism submitted to DHET on 17 November 2018; • Diploma in Tourism submitted to CHE on 18 December 2018; • Programme development progressed faster than expected. 	
3.3	To promote the use of diverse modes of programme delivery both within and between campuses.	30 September	Present two workshops on use of Moodle, one in Q1 and one in Q 3.	Achieved <ul style="list-style-type: none"> • Q1 Workshop presented on Mbombela campus 12 January 2018. • Q3 workshop presented at Siyabuswa on 26 & 28 September 2018. 	Nil
3.4	To provide formal exposure to the work environment through inclusion of internships and WIL in our qualifications and thus improve employability.	31 December	Develop the WIL module for the Diploma in Tourism Management.	Achieved <p>Module on WIL was developed and included in the Diploma in Tourism Management which was submitted to CHE on 27 March 2018.</p>	Nil

Goal 2: Develop and sustain capacity and ability of staff as educators

3.5	To provide support through the programme of Academic Staff Support for Teaching and Learning (PASS	31 March	2018 calendar for PASS for T&L for both campuses approved by DVC A.	Achieved <p>Calendar approved by DVC: A on 13 February 2018.</p>	Nil
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for T&L) that includes support for curriculum development, assessment of teaching and learning, and teaching methods.	31 December	One academic development module presented on both campuses in each quarter.	<p>Not achieved</p> <p>Q1 Mbombela:</p> <ul style="list-style-type: none"> • Academic induction held on 27 February 2018. <p>Siyabuswa:</p> <ul style="list-style-type: none"> • Academic induction held on 27 February 2018. <p>Q2 Mbombela:</p> <ul style="list-style-type: none"> • Workshop held on TurnItIn on 4 May 2018 at Mbombela Campus. <p>Siyabuswa:</p> <ul style="list-style-type: none"> • Workshop on promoting reflective and reflexive teaching practice held on 24 April 2018 at Siyabuswa. <p>Q3 Mbombela:</p> <ul style="list-style-type: none"> • Orientation for new academic staff held on 8 August 2018. • Workshop on development of a Teaching Portfolio held on 18 July 2018 on Mbombela Campus. • Workshop on Assessment and moderation of learning held on 19 & 20 July 2018 on Mbombela Campus. <p>Siyabuswa:</p> <ul style="list-style-type: none"> • Workshop on assessment and moderation of learning for new staff was held on 30 July 2018. • Workshop in e-learning held on 20 & 21 September 2018. 	5%
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				Q4 Mbombela: <ul style="list-style-type: none"> • Workshop on RPL held on 30 November 2018. • Workshops on peer evaluation of teaching held on 20 November and 3 December 2018. Siyabuswa: <ul style="list-style-type: none"> • Planned workshop on RPL and CAT postponed to 2019 due to protests. • Q4 workshop at Siyabuswa will be rescheduled in Q2 of 2019. 	
3.6	To promote recognise and reward excellence in teaching.	31 December	Excellence in T&L recognised and rewarded.	Achieved <ul style="list-style-type: none"> • Call for applications sent to all staff on 24 July 2018. • Reminders sent in September 2018. • No applications were received and no awards were made. 	Nil
3.7	To attract, nurture and develop academics as reflective practitioners.	31 March	Create opportunities for 5 staff to undertake formal postgraduate higher education qualifications.	Over Achieved <ul style="list-style-type: none"> • 9 new staff members enrolled for the PGDHE at Rhodes University. • 4 staff members enrolled for the Haaga-Helia Certificate course. • We were able to offer these opportunity to additional staff members. 	Nil
3.8	To provide a policy and support for the use of multimedia and ICTs in teaching and learning.	31 December	Present two workshops on use of Moodle, one in Q1 and one in Q 3.	Achieved <ul style="list-style-type: none"> • Workshop presented on Mbombela campus on 29 January 2018. • Workshop presented at Siyabuswa: 20 & 21 September 2018. 	Nil

Goal 3: Broaden access to UMP and support access with success

3.9	To accept a range of minimum entrance requirements including Recognition of Prior Learning.	30 June	Develop material for a workshop and hold the workshop for academic leaders on RPL and CAT policy.	Achieved Material was developed in Q2 and the workshop was held on 30 November 2018.	Nil
3.10	To provide a scaffolded programme of student support and mentorship.	31 March	Orientation week held on both campuses.	Achieved Orientation week ran smoothly from 29 January to 2 February 2018 on both campuses.	Nil
		31 December	One First Year Experience event held per quarter on each campus.	Achieved Q1 <ul style="list-style-type: none"> • Mbombela Orientation week from 29 January to 2 February 2018. • Siyabuswa Orientation week from 29 January to 2 February 2018. • Building an academic vocabulary to communicate effectively. • Transition in Higher Education • Motivation • Summarising skills Q2 <ul style="list-style-type: none"> • Mbombela Dr Mdhuli addressed the students and gave a motivational talk to prepare students for their exams. • Siyabuswa During May 2018, the following themes were discussed. time management, exam taking skills, how to cope with exam pressure, examination terminology, English academic language 	Nil

				<p>proficiency skills / activities relating to referencing, prevention of plagiarism, summarizing skills, linking paragraphs, academic writing.</p> <p>Q3</p> <ul style="list-style-type: none"> • Mbombela Discussion groups focussed on study skills and time management. for Bachelor of Agriculture, Bachelor of Science in Agriculture, Bachelor of Development Studies, Bachelor of Arts, Bachelor of Commerce, Diploma in Hospitality, Diploma in ICT and Diploma in Agriculture. • Siyabuswa. Six weeks of referencing and plagiarism prevention measures presented in July and August. <p>Q4</p> <ul style="list-style-type: none"> • Mbombela Seminar on presentation skills was presented on 24 October to ICT students. • Siyabuswa Workshops were held on planning an exam revision timetable. • Exam taking skills /Exam answering strategies. 	
3.11	To have a flexible curriculum structure that will promote success and improve completion rates and throughput.	30 June	ITS used for the early identification of students at risk after the first set of formal tests	<p>Achieved</p> <ul style="list-style-type: none"> • The QA framework includes the process for the early identification of students at risk. • Mid-year School reports indicate the use of ITS to identify students at risk and that these were presented to Faculty Board meetings. 	Nil

ACTIVITY AREA 4: PLANNING & INSTITUTIONAL SUPPORT

Goal 1: Promote the development and maintenance of iconic infrastructure and facilities

Performance Objectives		Performance Target Dates	Implementation Measures	Actual Performance	% Deviation
4.1	Develop systems and processes for new infrastructure development and maintenance of existing infrastructure.	31 December	Monitor the implementation of the Maintenance Plan for 2018.	<p>Achieved</p> <p>Implementation of the Maintenance Plan for 2018 for the following projects was monitored at the monthly meetings of the Planning and Institutional Support.</p> <p>Division:</p> <ul style="list-style-type: none"> • All Aircon units scheduled for service in 2018 were serviced by KoneCare. • Hot water systems to the exiting student residences at the Mbombela Campus were serviced in June 2018. • The renovation of the Admin Foyer and the Kitchenette at the Mbombela Campus was 100% completed on 30 October 2018. • The renovation of the squash courts was 100% completed on 27 September 2018. 	Nil
			Develop and monitor the implementation of the three-year Integrated Renovation Plan for both campuses.	<p>Achieved</p> <p>A 3-Year Renovation Plan for both campuses was completed on 12 December 2018 and implemented.</p>	Nil

			Implementation of the renovation of the sports field at the Mbombela Campus.	Achieved <ul style="list-style-type: none"> • Installation of the new irrigation line on the sports field at the Mbombela Campus was 100% completed in December 2018. • Building of the 3 multi-purpose platforms were 100% completed on 12 October 2018. • Upgrading of the athletics track commenced in July 2018. 	Nil
4.2	Provide a multifaceted environment inspiring both social and intellectual exchange in an atmosphere that is unconventional original and creative.	31 August	Complete construction of NBP0003 - ICT Building, NBP0005 - Hospitality and Tourism building, NBP0006 - Multipurpose Academic Teaching Building, NB0007 - Multi-Purpose Administration building and NBP0016 - Dining Hall Extension.	Achieved <p>The following buildings were 100% completed:</p> <ul style="list-style-type: none"> • NBP0003 - ICT Building • NBP0005 - Hospitality and Tourism Building • NBP0006 - Multipurpose Academic Teaching Building • NB0007 - Multi-Purpose Administration building • NBP0016 - Dining Hall Extension 	Nil
		31 August	Complete construction of SIP0001 - Electrical Site Infrastructure, SIP0005 - Lower Campus Central Services Chiller, SIP0005b - Lower Campus Services Chiller Building and SIP0001b - 2 x 1MVA Additional Standby Generator.	Achieved <p>Construction on the following projects has reached 100% completion:</p> <ul style="list-style-type: none"> • SIP0001 - Electrical Site Infrastructure • SIP0005 - Lower Campus Central Services Chiller. • SIP0005b - Lower Campus Services Chiller Building • SIP0001b - 2 x 1MVA Additional Standby Generator 	Nil

		31 December	Complete construction of NBP0008 - Staff Support & Recreation Centre; NBP0012 - Science Research Facilities and NBP0013 - Residential, Dining and Student Support Building.	<p>Not Achieved</p> <p>Construction of the following projects has commenced the following % stage completion was reached:</p> <ul style="list-style-type: none"> • NBP0008 - Conference and Wellness, 82% • NBP0012 - Science Research Facilities, 62% • NBP0013 - Residential, Dining and Student Support building, 65% <p>Protest action which disturbed construction progress occurred on the dates listed below:</p> <ul style="list-style-type: none"> • 29 January 2018 to 06 February 2018 • 12 to 16 March 2018 • 14 to 29 August 2018 • 04 October 2018 • 06 October 2018 • 16 October 2018 • 06 to 13 November 2018 • 29 to 30 November 2018 	30%
4.3	Create social spaces for crucial conversations with both internal and external stakeholders.	30 September	Commence with construction of the landscaping, parking and roads at Lower campus: SIP0002 - Civil Infrastructure, SIP0003b - Amphitheatre, SIP0003c - Multipurpose Hall to Library Connection, SIP0003d - Multipurpose Hall to Science Connection, SIP0003e - Lower campus Central Gardens, SIP0004 - Residential Building Roads and Walkways,	<p>Achieved</p> <p>Construction of the following projects has reached 100% completion:</p> <ul style="list-style-type: none"> • Parking and roads at Lower Campus: SIP0002 - Civil Infrastructure • SIP0003b - Amphitheatre • SIP0003c - Multipurpose Hall to Library Connection • SIP0003d - Multipurpose Hall to Science Connection • SIP0003e - Lower campus Central Gardens 	Nil

			SIP0002b - Parking and Landscaping along D7255.	<ul style="list-style-type: none"> • SIP0004 - Residential Building Roads and Walkways. • SIP0002b - Parking and Landscaping along D725, 69%. Two Default Notifications have been given to the Contractor and the New Infrastructure Projects Division is in a process of terminating the contract. 	
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Goal 2: Establish effective systems and processes in support of integrated Planning

4.4	Establish effective integrated planning framework.	31 December	Implementation of the Integrated Planning Model for UMP.	Achieved <ul style="list-style-type: none"> • A draft Model was submitted to MANCO on 11 April 2018. • A meeting was held with IDSC managers on 19 June 2018 to discuss the alignment between the IP Model and the HEDA student enrolment planning process. • A meeting was held with Evans Witten from IDSC on 7 August 2018 regarding progress on issues discussed on 19 June 2018. • An Integrated Planning meeting was held on 22 October 2018. IDSC representatives made a presentation to align the model with the HEDA system. 	Nil
		31 December	Monitor the implementation of the Archibus facilities management system.	Achieved <ul style="list-style-type: none"> • Meetings of the Archibus Implementation Task Team took place to oversee the implementation. 	Nil

			<ul style="list-style-type: none"> • A training schedule for all modules was developed. • Training for Building Ops, Assets (Portal), Preventative Maintenance and System Admin took place from 14 to 18 May 2018. • Training for the Maintenance Module took place from 21 to 22 May 2018. • Training for Fleet Management Module took place on 28 May 2018. • Training for the Space Module took place from 28 to 30 May 2018. • The Archibus System was successfully implemented on 5 July 2018 and the system is in use by Operations.
	31 December	Implementation of the three HEDA Modules.	<p>Achieved</p> <ul style="list-style-type: none"> • Three modules: Interrogator Pro, Annual Performance Plan Monitor (APPM) and Academic Ranking System (ARS) were acquired and installed. • The DD: HEMIS received training on the Interrogator Pro. • On 19 June 2018 the IDSC consultant had individual meetings with various managers to inform them about the features and operations of the modules. • ARS Module Training for Registrar's Office took place on 15 August 2018. • HEDA Dashboard training took place on 14 August 2018.

4.5	Establish systems and processes for monitoring and evaluation.	31 December	Submit accurate HEMIS Data to DHET as per their schedule.	Achieved <ul style="list-style-type: none"> • Valpac Staff 1 File was submitted on 28 February 2018. • ValPac Student Submission 2 was submitted on 24 April 2018. • ValPac Space Submission was submitted on 1 June 2018. • The HEMIS 2017 Teacher Education Audited Information was submitted on 11 September 2018. • The 1st 2018 Student HEMIS Submission was submitted on 31 October 2018. • The externally audited reports: Final 2017 HEMIS Data for Students and Staff, and Academic Staff Qualification were submitted on 07 August 2018. 	Nil
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Goal 3: Establish and enhance quality institutional support services

4.6	To promote and foster an environment that is conducive to the health, safety and protection of UMP internal and external stakeholders.	30 September	Develop and implement a 3-Year SHE Plan for both campuses.	Achieved The 3 - Year SHE Plan was developed on 13 September 2018 and implemented.	Nil
		31 August	Conduct an external security assessment for both campuses.	Achieved Fidelity conducted the security assessments on 17 and 18 July at the Mbombela and Siyabuswa campuses.	Nil

		31 December	Develop and implement a 3-Year Security Management Plan for both campuses.	Achieved The 3-Year Security Management Plan was developed on 7 November 2018 and implemented.	Nil
4.7	Create and maintain quality estate and facilities informed by the needs of students and staff.	31 December	Monitor the implementation of maintenance plans and schedules.	Achieved The monthly meeting of the Planning and Institutional Support Division monitored the implementation of the maintenance plans and schedule: <ul style="list-style-type: none"> • Regular maintenance of the estate and facilities took place as per plans and schedules. • Recreational rooms in the existing residences were fitted with burglar bars. • Landscaping equipment was repaired. • Batteries in Switching Station were cleaned and checked for functionality and 100% approved to be functional. • Installation of a student self-catering facility in building L001 was 100% completed. • Electrical repairs at the farm offices were 100% completed. • Signage at building L003 was 100% completed. • Building L001 Plumbing was repaired during the student break and 100% completed. • The upgrade of Server Room was 100% completed on 19 October 2018. 	Nil

				<ul style="list-style-type: none"> • Pest control in buildings were completed. Deep cleaning was done in June and December 2018 vacations on both campuses. 	
4.8	Expand ICT Infrastructure to enhance the academic project and support services.	31 December	Implement the upgrade of the ICT Infrastructure at the Siyabuswa Campus.	Achieved <ul style="list-style-type: none"> • MANCO granted approval for Phase 1 and 2 upgrades of the Siyabuswa ICT Infrastructure on 14 February 2018. • All switches and Wireless Access Points equipment were installed on 10 October 2018. • TENET completed the upgrade of the Siyabuswa VPN link in August 2018. 	Nil
		31 December	Expand the ICT Infrastructure in the new buildings.	Achieved <ul style="list-style-type: none"> • The 10 Gbps link was upgraded and commissioned on 15 May 2018. • Installation of ICT Network and telephone infrastructure were 100% completed on 4 May 2018 for the following buildings: <ul style="list-style-type: none"> - Building 10 - Academic Building - Teaching Block and - Hospitality and Tourism - Building • Installation of the System Centre Configuration Manager was completed on 1 November 2018. • Cooling systems have been upgraded in the Patch Rooms in Buildings 6, 7 and 12. 	Nil

ACTIVITY AREA 5: QUALITY STUDENT EXPERIENCE

Strategic Goal 1: Create an effective and progressive student leadership

Performance Objectives		Performance Target Dates	Implementation Meas	Actual Performance	% Deviation
5.1	Ensure the existence of functional student leadership structures.	30 September	Elections of the 2019 SRC held as per the Constitution.	Achieved <ul style="list-style-type: none"> The SRC elections were held on 12 October 2018 on both Campuses. The elections could not be held during the month of September due to the student protest. 	Nil
		31 October	2019 SRC/CRCs office bearers elected.	Achieved <ul style="list-style-type: none"> The 2019 CRC office bearers were elected on 12 October 2018. The 2019 SRC office bearers were elected on 26 October 2018. 	Nil
5.2	Provide development programmes for the student leadership structures.	31 October	Induction of the 2019 SRC/CRCs.	Achieved <p>The induction of the newly elected SRC/CRC members was held from 25 to 27 October 2018.</p>	Nil
		31 October	3 training programmes for the 2018 SRC/CRCs per year.	Achieved <ul style="list-style-type: none"> A training programme for members of the SRC/CRCs was held at the Siyabuswa Campus from 3 to 4 March 2018. The workshop covered, among others, the role of student leadership in universities; ethical leadership; UMP Values. Work-life balance for leaders; Budgeting; and creative problem solving, and was 	Nil

			<p>facilitated by Prof Bodibe and Dr Sedibe.</p> <ul style="list-style-type: none"> • The SRC and the CRCs attended a training on Conflict Resolution which took place from 17 to 20 May 2018 in Mbombela. The training was facilitated by Dr Tshawane and the Centre for Non-violence and Conflict Resolution. • The Managers: Student Governance and Development facilitated training sessions for the SRC/ CRC and the leadership of formations at the Mbombela Campus and Siyabuswa Campus on 21 and 22 September 2018, respectively. 	
	31 August	2 training sessions for the house committees per Campus.	<p>Achieved</p> <ul style="list-style-type: none"> • A Secretarial training workshop for structures and student leaders, including members of the House Committee, was held on 9 March 2018 at the Siyabuswa Campus and was facilitated by the Student Development Officer. • The Mbombela Campus conducted a House Committee training on 14 April 2018. • The Siyabuswa House Committee members attended a training that was organized and facilitated by the House Wardens and the Student Development Officer on 12 May 2018. • The Student Development Officer held a workshop for Societies and 	Nil

				House Committees on Effective Communication on 27 July 2018 at the Mbombela Campus.	
5.3	Promote accountable student leadership structures.	Monthly	Monthly SRC meetings held.	Achieved <ul style="list-style-type: none"> The recorded meetings of the SRC took place in January, March, July, and October 2018. The SRC could not meet in June due to exams. Other meetings were held during the protests in April, August and September 2018 which were not recorded. 	Nil
		One meeting per semester	2 SRC/student body meetings.	Achieved <ul style="list-style-type: none"> The SRC held official mass meetings with the Mbombela students on 27 February 2018, 12 March 2018 and 3 August 2018 at the Mbombela Campus. The SRC held official meetings with students at the Siyabuswa Campus on 13 March 2018, and 8 August 2018. Other meetings were held with the students during the protests in April, August and September 2018 which were not recorded. 	Nil
5.4	Promote the adherence and observance of the University policies by student leadership and the student body.	28 February	Distribute copies of the SRC Constitution, HE Act, UMP Statute to the newly elected SRC/CRC members.	Achieved <p>The copies of the SRC Constitution, HE Act, UMP Statute and other relevant policies were packaged in memory sticks and distributed to the 20189 SRC/CRC members in February 2018.</p>	Nil

		31 March	Distribute student related policies to students.	Achieved <ul style="list-style-type: none"> UMP Rules and Regulations shared with students during the Orientation Week held from 29 January 2018 to 2 February 2018. Students related policies were distributed (in memory sticks) to students during the registration period. 	Nil
5.5	Create effective communication strategies between student leadership and university leadership.	Per the almanac dates	Quarterly MANCO/SRC meetings.	Achieved <p>MANCO/SRC meetings were held on 14 February 2018; 15 May 2018; 15 August 2018; 17 August 2018; 29 August 2018; and on 30 November 2018.</p>	Nil
		Monthly	Monthly DoS/SRC meetings.	Achieved <ul style="list-style-type: none"> The DoS/SRC meetings were held on 10 March 2018; 5 May 2018; 18 July 2018; 29 September 2018; 9 November 2018; and 3 December 2018. No meetings were held in January and February as these were registration months. There was no meeting held in June due to exams. The April and August meetings could not be held due to the student protests and were replaced by the reported meetings of MANCO and the SRC held on 17 and 29 August 2018. 	Nil

		Quarterly	Quarterly DoS/CRCs meetings.	Achieved The meetings were held on 13 March 2018; 3 April 2018; 6 April 2018; 21 September 2018; and 18 October 2018.	Nil
		Monthly	Monthly Managers/ CRC meetings.	Achieved The Manager/CRC meetings were held on 25 January 2018; 7 February 2018; 23 February 2018; 3 March 2018; 4 April 2018; 16 May 2018; 17 July 2018; 6 August 2018; 20 August 2018; 19 September 2018; and 26 October 2018.	Nil

Strategic Goal 2: Promote a vibrant and active student life

5.6	Ensure the promotion of a sporting culture amongst students in the university.	31 August	5 functional sporting codes.	Over achieved The following 8 sporting codes were functional during the year, soccer; volleyball; netball; basketball; super pool; chess; tennis; and athletics.	Nil
		31 October	3 sports days to be held this year.	Achieved The following sporting days/events were held during the year: <ul style="list-style-type: none"> • The University held the Athletics day on 3 March 2018 at the Mbombela Campus to select the athletics team to represent UMP in the 2018 in July. • The University held the sports trials day on 14 April 2018 at the Mbombela Campus to select the teams to represent UMP in the 2018 USSA tournaments in July. 	Nil

		31 December	5 sporting codes to participate in USSA tournaments.	<ul style="list-style-type: none"> The UMP sports indaba was held on 20 October 2018 at the Mbombela Campus. <p>Achieved</p> <p>6 sporting codes, namely, athletics; soccer; netball; volleyball; supper pool and chess participated in the USSA tournaments that were held in July 2018 in various venues.</p>	Nil
5.7	Promote coherent and active student societies.	31 October	5 functional societies/ clubs having hosted 4 meetings/events during the year.	<p>Over achieved</p> <ul style="list-style-type: none"> The End of Times Gospel Society in Siyabuswa Campus hosted a Welcoming Service, dedicated for the 1st year students on 13 April 2018 and also hosted a Pre-Exam Prayer and Motivation Service, for all students on 26 October 2018. A new society AmaNdebele was launched on 9 May 2018 at the Siyabuswa Campus. The Society aims to educate other students on the IsiNdebele language and culture. ENACTUS: UMP continued to be active as a society and ran its activities on the development of communities both in Mbombela and Nkomazi. The ENACTUS: UMP Team was amongst the 16 Universities that made it to the 2018 ENACTUS Convention Centre from 13 to 	Nil

15 July 2018. The Team made it to the last 4 and became the 3rd runner up. Our project, the Hatching Hope Chicken Project was the overall winner of the NEDBANK Scaling for Impact Challenge Award and got a trophy and R50 000 prize money.

- The project was also the overall winner of the Harmony Gold Business Solutions for Community Development Award and got a trophy.
- The Team also won the qualifiers trophy, the semi-finalists trophy, the 3rd runner up (position 4) trophy.
- The University held a celebration function for the ENACTUS Team on Tuesday, 7 Aug 2018 at the Mbombela Campus.
- The Black Management Forum UMP Student Chapter was functional during the year. Mr Thuso Tshiloane, a BSc in Agriculture student, won the 2018 Black Management Forum (BMF) Student Chapter National Community Champion Award. The award was presented to Thuso during the BMF National Summit which was held at the Edcon Retail Academy in Johannesburg from 2 to 5 August 2018. Thuso is the Provincial Deputy Chairperson of the Black Management Forum Student Chapter (BMFsc) in Mpumalanga.

				<ul style="list-style-type: none"> • On 26 September 2018, Beyond Pages, a Mbombela Campus Society, held a successful Talent Show event where more than 300 students attended. • On 28 September 2018 the Inkanyezi Society hosted a Heritage Celebration Day at the Mbombela campus where 3 Primary schools (Mahushu Primary, Sesete Primary, and Powerline Primary) were invited to participate and demonstrate their different traditional dances and music. • The Zion Music Choir launched their CD "Nkosi Nxebe" at the Siyabuswa Campus on 30 September 2018. 	
		31 October	Reports on student societies events.	Achieved Reports were compiled on the activities of the societies and submitted to the Dean of Students.	Nil
5.8	Stimulate and sponsor personal development programmes for students.	31 October	15 student development programmes per year.	Over achieved <ul style="list-style-type: none"> • The Student Development Officer conducted a workshop on Young Heroes at the Mbombela Campus on 12 March 2018 which was targeting male students. • A Secretarial training workshop for structures and student leaders was held on 9 March 2018 at the 	Nil

Siyabuswa Campus and was facilitated by the Student Development Officer.

- The Peer Educators received training on how to handle various problems they may come across amongst their peers, which was held on 21 and 22 April 2018.
- A financial literacy workshop was organised for the 4th year students in Siyabuswa on 8 May 2018 in preparation for their entry into the world of work.
- The 4th year students attended a workshop on job readiness held on 14 May 2018 at the Siyabuswa campus.
- Standard Bank presented a financial literacy skills workshop for student in Siyabuswa Campus on 16 May 2018.
- The Mbombela Campus held a workshop on gender based violence which was facilitated by ANOVA Health 4Men on 11 May 2018.
- The Ladies Network Society, through the office of the Development Officer in Siyabuswa Campus, held a leadership session for female students on 21 July 2018.

- The Student Development Office organised a SACE workshop on Job Readiness for the 4th year students on 6 – 7 August 2018. This workshop also accords final year students to register with SACE.
- FNB provided financial literacy to the female students on 8 August 2018 at the Siyabuswa Campus as part of the Women's Month Celebration organised by the CRC.
- The Siyabuswa Campus conducted another financial literacy workshop for final year students on 13 August 2018 which was facilitated by SANLAM.
- The UMP Student Counsellor held a workshop for the Siyabuswa Debating Society on Assertiveness on 15 August 2018.
- The Mbombela Campus Student Development Officer held a workshop for Societies and House Committees on Effective Communication on 27 July 2018.
- A workshop for secretaries from Societies was conducted on 2 August 2018 on the Mbombela Campus.
- First Aid Training for the fourth year students was conducted on 17 and 18 October 2018 on the Siyabuswa Campus.

				<ul style="list-style-type: none"> • Health Talk sessions were held with students who visited the Clinic during the month of November 2018. • Reproductive health education was provided to students who visited the Clinic during the month of November at the Mbombela campus. • The Mbombela Campus conducted a job readiness workshop for final year students as well as the 2nd year Diploma in Agriculture in Plant Production on 25 October 2018. • The Mbombela Campus held a substance abuse awareness session facilitated by the Provincial Department of Social Development on 26 October 2018. 	
5.9	Promote and support student life events.	31 December	3 student life events held per Campus.	<p>Over achieved</p> <ul style="list-style-type: none"> • A Wellness Day for all students was held on 2 March 2018 at the Mbombela Campus where the Provincial Department of Health; Right to Care; National Health Laboratories; and Anova for Men provided services to students. • A Health and Wellness Day and the First Things First Activation were held on 18 April 2018 at the Siyabuswa Campus. • The CRCs in both Campuses hosted the 2018 Fresher's Ball on 	Nil

Saturday 28 April 2018, aimed at welcoming the first year students to the Campuses.

- The Student Development Officer organised another HIV/AIDS First Things First Activation and wellness day on 23 May 2018 at the Siyabuswa Campus.
- The Mbombela Campus held the Activation session which was attended by New Start and ANOVA Health 4Men. Students had an opportunity to test for HCT, BP, and STIs. The session was held on 24 May 2018.
- The Siyabuswa Campus held a Health and Wellness Day for students on 8 August 2018.
- The Siyabuswa Campus organised a "Talk with a Dietician" session for students on 15 August 2018. A dietician from Mamehlake Hospital came to the campus and addressed students on the importance of eating healthy and leading a healthy life.
- On 26 September 2018, the Mbombela campus held a Men's Talk session for male students which was facilitated by the Peer Educators and the ZCO Student fellowship.
- A Cross Dressing Event was held at the Siyabuswa Campus on 17 October 2018,

				<p>where students spent a few hours in the other sexes clothing and shoes.</p> <ul style="list-style-type: none"> • A student Fun Walk, around the Siyabuswa community was organised and held on 19 October 2018 and included exercises in the hall as well as a Health and Wellness Day and the First Things First Activation. 	
		31 December	Reports on student life events held.	<p>Achieved</p> <p>Reports on the events were compiled and submitted to the Dean of Students.</p>	Nil
5.10	Promote healthy living and practices for students.	31 December	10 counseling group sessions for students conducted.	<p>Achieved</p> <ul style="list-style-type: none"> • The Student Counselling Unit participated in the Orientation Programme of 1st year students on 29 and 30 January 2018 and introduced the services of the Unit to students at the Mbombela Campus. • The Student Counselling Unit participated in the Orientation Programme of 1st year students on 1 February 2018 and introduced the services of the Unit to students at the Siyabuswa Campus. • A gender workshop was held on 28 February 2018 at the Mbombela Campus. It was facilitated by HEIADS and the Student Counsellor. Representatives of 	Nil

the student Peer Helpers from both Campuses attended the workshop.

- The Student Counsellor provided training of the Peer Educators on basic counselling skills which took place on 7 to 8 April 2018 at Mbombela campus.
- The Student Societies in Siyabuswa Campus attended the training on conflict, communication and anger management, on 11 April 2018. The workshop was facilitated by the Student Counsellor.
- The Student Counsellor provided training on conflict resolution to students on 25 July 2018 at Mbombela Campus.
- The Student Counsellor presented a session on depressive disorders to 1st year Hospitality Management students on 7 August 2018 at the Mbombela Campus.
- The Student Counsellor provided training of the Peer Educators on basic counselling skills which took place on 26 September 2018 at Siyabuswa campus.
- A students' wellness day was held at the Mbombela Campus on 5 October 2018.
- Exam preparation was held for student at the Mbombela Campus on 2 November 2018.

	31 December	3 counseling partnerships with external stakeholders established.	<p>Achieved</p> <ul style="list-style-type: none"> • Engagement with HEAIDS representatives was held on 13 February 2018 via teleconference and reached an agreement for the provision of the gender based violence workshop that was held on 28 February 2018 at the Mbombela Campus. • The Student Counsellor had engagements with the Provincial Departments of Health, Education and Social Development; SANCA and Thuthuzela during the month of March and jointly agreed on partnering towards the provision of services to UMP students. • On 8 June 2018 the Student Counsellor had a meeting with officials from SANCA and the Department of Health to discuss how to improve on the provision of services to UMP students. • On 8 July 2018 and 19 September 2018, the Student Counsellor had meetings with officials from CANSA in preparation of breast cancer awareness days. • The Student Counsellor participated in the Youth for Christ camp of the Africa School of Mission between 11 and 14 December 2018 in White River where she facilitated social 	Nil
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		Quarterly	Quarterly reports on services.	development skills to youth. This engagement was towards creating a working relationship with Africa School of Mission. Achieved Reports on services were submitted to the Dean of Students.	Nil
5.11	Ensure the promotion and support for students with disabilities.	31 March	Identify students with disabilities.	Achieved Students living with disabilities studying at UMP were identified and engaged. A list was compiled by the Student Development Officer.	Nil
		31 December	Provide support to students with disabilities.	Achieved <ul style="list-style-type: none"> Students were supported and encouraged to attend development programmes held during the year. A wheelchair bound student was provided with support for mobility and also provided with catering support. These students were also assisted with information of funders for students with disabilities and also on completing forms towards applying for financial assistance. 	Nil
5.12	Support students staying in accredited private accommodation to experience a holistic academic environment.	31 December	10 new accredited private accommodation providers.	Over achieved <ul style="list-style-type: none"> 11 new off campus accommodation providers were accredited during the first quarter. 	Nil

			<ul style="list-style-type: none"> • 20 new off campus facilities were provisionally accredited during the 4th quarter. 	
31 December	Develop a framework to support off-campus students to participate in University activities.		<p>Achieved</p> <ul style="list-style-type: none"> • A Student Housing booklet outlining procedures and processes for students staying on campus and in private accommodation compiled for distribution to all UMP students during registration in 2019. • Student Housing assisted off-campus students to attend the UMP has Talent Show on the 21 September 2018 by requesting transport from off-campus accommodation service providers. • In November 2018, MANCO approved the proposal on the appointment of Assistant House Wardens in Mbombela Campus and Residence Student Assistants in both campuses who will also support students staying in accredited private accommodation in Mbombela. 	Nil

Strategic Goal 3: Promote the holistic development of students

5.12	Promote academic engagement.	31 October	5 academic debate events held/attended.	Over achieved <ul style="list-style-type: none"> • The Siyabuswa Debate Society hosted a dialogue on 25 April 2018 on the topic "Are you really free in your residences?" • On 26 and 27 May 2018 the University of Mpumalanga Debating Society attended a Provincial Debate Tournament held the TUT: Mbombela Campus. • The Mbombela Campus Debate Society hosted an inter-house debate session for students on 20 April 2018 under the topic: "Is free education really free?" • UMP Debating Society attended the 2018 Debate National Tournament held at the DUT in Durban from 2 to 9 July 2018. • The Siyabuswa Debate Society hosted an In house Women's Day Challenge on 23 August 2018, where female students and female staff members debated on the topic "Does Erotic Capital do more harm than Good?" • Three female members of the Siyabuswa Debate Society attended the Women's Day Open Challenge held at the North West University from 24 to 26 August 2018. 	Nil
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		31 June	Students attendance and participation in the Africa Day lecture.	Achieved <ul style="list-style-type: none"> • Students at the Mbombela campus attended and participated in the Africa day which was held on 29 May 2018. • Students at the Siyabuswa Campus held their Africa Day celebration activities in the residences on 24 May 2018 where students represented various African countries and shared information with the rest of the student body about their chosen countries. 	Nil
		31 October	Students attendance and participation in the Archbishop Thabo Makgoba Development Trust (ATMDT) annual lecture.	Achieved <p>The ATMDT was held on 9 October 2018 and students successfully participated in the programme and the essay competition. One 3rd and final year student won the essay competition.</p>	Nil
5.14	Promote living and learning activities and programmes in the University.	31 October	5 Living and Learning activities/ programmes held during the year in both Campuses.	Achieved <ul style="list-style-type: none"> • All new students were introduced to living and learning activities during the orientation week held from 29 January 2018 to 2 February 2018 in both Campuses. • Ladies' Talks were held in each female residence in Siyabuswa Campus from 16 to 26 April 2018. • The Males' Talk was held on 17 May 2018 at the Siyabuswa Campus. 	Nil

			<ul style="list-style-type: none"> • The Peer Educators organised a pyjama party on 16 May 2018, for the female students which was a platform for female students to have a conversation on selected issues of interest to them. • The End of Times Gospel Society held a worship night on 18 May 2018 at the Siyabuswa Campus. • A pre-exam prayer was held on 24 May 2018 at the Siyabuswa Campus organised by the End of Times Gospel Society. • In celebration of Women's Day, SASCO male students held a pampering session for all female staff and students in Siyabuswa Campus on 8 August 2018. • End of Times Gospel Society hosted a Night Prayer Service, for all students on the 21 September 2018 at the Siyabuswa Campus. • On 13 October 2018 the Siyabuswa Campus held a Health discussion where attendees exercised and shared health and nutrition information over a healthy lunch. 	
	31 October	Reports on Living and Learning activities/ programmes.	<p>Achieved</p> <p>Reports for all student societies' events have been submitted to the Dean of Students.</p>	Nil

5.15	Promote the use of shared/ common spaces for social and academic purposes.	31 December	3 meetings/events held in shared/ common spaces per Campus promoting social dialogues.	Achieved <ul style="list-style-type: none"> • The Love My Campus Institutional Working Group met on 22 March 2018 where a proposed plan on the 2018 events was developed. • On 25 May 2018 the House Wardens, in collaboration with the House Committee members, organised a Talent Show in Siyabuswa Campus, which included aspects of Love My Campus in some of the activities. • The Siyabuswa CRC held the Women's Day Event on 8 August 2018 where a dialogue was held on respecting and honouring women. • On the 21 September Beyond Page Student Society and Student Housing held a "UMP has Talent Show", which was a great success. • The Mbombela Campus conducted Girl Talks from 8 to 11 and on 15 October 2018. • The Mbombela Campus conducted Men's Talk on 24 and 25 October 2018. 	Nil
5.16	Encourage community engagement and support initiatives by students.	31 October	6 community engagement projects undertaken by students through the societies.	Over achieved <ul style="list-style-type: none"> • The Siyabuswa Zion Music Choir visited Gogo Mahlangu and Gogo Shabangu's homes as part of their outreach project. They cleaned their yards, donated food, cooked and shared a meal with them. 	Nil

- The Empowerment Movement Society held two (2) motivational talks at Mayisha and Combined Science High Schools on the 30 May and 1 June 2018, respectively. Four of our students delivered speeches to the matriculants and encouraged them to work hard and commit to their studies.
- On 25 May 2018, Inkanyezi Society visited Duma Primary school at Thekwane North, Mbombela and started a vegetable garden. The society will maintain the relationship with the school through visits and assist with garden maintenance as they are coaching the learners of Duma to establish and sustain their own gardens.
- The ENACTUS students continued during the year to manage and run the ENACTUS Chicken project in KaMsogwaba, Pienaar in Mbombela.
- ENACTUS increased the number of beneficiaries this year and added 11 new beneficiaries of the chicken project from Block C and Schoemansdaal in Nkomazi.
- On 25 July 2018 The Mbombela Campus BMF Student Chapter visited Alfred Matshine Commercial School

		<p>in Bushbuckridge to conduct career awareness to learners.</p> <ul style="list-style-type: none"> • AmaNdebele Cultural Group visited Bonginhlanhla High School on 26 July 2018 and provided information to the learners on the Ndebele Language and the careers one can pursue in languages. • The Empowerment Movement team in Siyabuswa Campus held a motivational and information session for grade 12 learners in Kameelrivier on 17 August 2018. Encouraging the learners to work hard and also advised them on the process of applying to higher education institutions like UMP. • Two Siyabuswa Campus students collected donations from fellow students on Campus and went to the neighbouring Science High School to give out Sanitary Pads to female students at the school on 28 September 2018. 	
31 July	Students participation in the Mandela Day event(s) in both Siyabuswa and Mbombela Campuses.	<p>Achieved</p> <ul style="list-style-type: none"> • Students participated in the Mandela day events that were organised by the University in both Campuses on 18 July 2018. • The Mbombela events took place at KaMagugu Inclusive School; 	Nil

			<p>KaMagugu SOS Village; Cyril Clark School in Mataffin; Woodhouse Care Centre; Lowveld SPCA; and Joy Home based care.</p> <ul style="list-style-type: none"> • In Siyabuswa the events were held at the Nnalete Tribal Office; Ramokgeletsane Community Centre; Lutheran Church; Makgana AIDS Centre; and Bohlale Day Care Centre. • On 31 July 2018 the Siyabuswa CRC ended the Mandela month by handing out clothing, food and toiletries to the Zenzeleni Stimulation Centre and Phephalaphi Children's Home.
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ACTIVITY AREA 6: ENGAGEMENT AND PARTNERSHIPS

Goal 1: Promote Engagement for the public good

Performance Objectives	Performance Target Dates	Implementation Measures	Actual Performance	% Deviation
6.1 Promote opportunities for engagement with external stakeholders.	30 November	Offer 3 Short Learning Programmes in collaboration with external stakeholders.	<p>Achieved</p> <p>The following Short Learning Programmes were offered in collaboration with external stakeholders.</p> <ul style="list-style-type: none"> • Amanzi for Food Train the trainer Module 3, in collaboration with Rhodes University on 25 – 26 January 2018. • Introduction to entrepreneurship, 1st SLP of the Entrepreneurship 	Nil

		<p>programme sponsored by SAFCOL on 22-23 November 2018.</p> <ul style="list-style-type: none"> • New venture creation, 2nd SLP of the Entrepreneurship programmes sponsored by SAFCOL on 04 – 6 December 2018.
	<p>Arrange 6 sessions to engage with external stakeholders in support of core functions of UMP.</p>	<p>Meetings were held with the following stakeholders:</p> <ul style="list-style-type: none"> • Mpumalanga legislature on 04 July 2018 • EDM, FARMGRO, AND DARDLEA on 31 May 2018. • Ehlanzeni District Municipality on 21 Feb 2018. • Department of Environmental Affairs on 22 June 2018. • ZIYA Training on 06 July 2018. • National Youth Development Agency (NYDA) on 06 March 2018. • Department of Labour (DoL) 22 March 2018. • Women and Youth Agricultural Cooperative Limited (WAYCO) on 02 July 2018. • Nghezimani Holdings on 06 July 2018. • AgriSETA on 10 September 2018. <p>A joint meeting organised jointly by DoL and UMP for various SETAs and other Stakeholders including the following:</p> <ul style="list-style-type: none"> • Bank SETA, Local Government SETA (LGSETA), Wholesale

				& Retail SETA (W & R SETA), Mpumalanga Economic Regulator (MER), FPMSETA, on 22 November 2018.	
6.2	Promote social awareness and responsible citizenship among staff and students.	30 November	<p>Participation of staff and Students at Mbombela and Siyabuswa Campuses on the Mandela Day.</p> <p>Participation of staff and student during Africa Day.</p> <p>Participation of staff and students in two engagement activities/ projects focusing on responsible citizenship.</p>	<p>Achieved</p> <ul style="list-style-type: none"> • 232 staff and 202 students from both campuses participated in the Mandela Day activities at thirteen (13) different venues on 18 July 2018. • Celebrations of Africa Day by staff and students at Siyabuswa Campus held on 25 May 2018. • Celebration of Africa Day by staff and students at Mbombela Campus held on 29 May 2018. • Hosted a two day workshop on effective water use in Agriculture focusing on the responsible use of water, the collection of rainwater and water conservation 9 -10 July 2018. • Hosted a workshop in collaboration with AWARD focusing on climate smart agriculture to address food security and production - 22 November 2019. • Hosted a workshop on Scholarly engagement focusing on transformational learning, decolonizing of education and Impact of teaching and learning 17 and 18 October 2018. 	Nil

6.3	Promote and advance public Intellectual engagement.	31 October	Host 4 Public Lectures.	Achieved <ul style="list-style-type: none"> • Public lecture on “Energy Efficiency” in collaboration with the Department of Energy was held on 4 May 2018 presented by the Minister for Energy, Hon Mr Jeff Radebe. • Public Lecture on Africa Day on 29 May was presented by Prof S Sesanti. • Hosted a Public lecture on 16 July and presented by Prof Jonathan Jansen. • The Archbishop Thabo Makgoba Annual Lecture on Ethical and Moral Leadership was held on 9 October 2018. 	Nil
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Goal 2: Develop and sustain beneficial local, regional, national and international partnerships that contribute to a sustainable future

6.4	Participation in partnerships with relevant stakeholders (schools, TVET Colleges, HEIS other education and training providers, business and industry, professional bodies, civil society, NGO's and all levels of government)	30 November	Establish 3 partnerships with strategic stakeholders nationally.	Achieved <p>MoUs were signed with the following strategic stakeholders:</p> <ul style="list-style-type: none"> • Ehlanzeni District Municipality on 2 May 2018. • Southern African Wildlife College on 24 April 2018. • National Electronic Media Institute of South Africa (NEMISA) on 2 August 2018. 	Nil
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6.5	Promote and sustain the participation of staff and students in internationalization and international partnership activities.	31 October	Participate in a joint project between UMP students and students from Kirkwood Community College.	Achieved Students from Kirkwood Community College visited UMP from 9 -17 July 2018 and participated in a joint project with UMP students registered for the Diploma in Nature Conservation.	Nil
			Presentation of two lectures/seminars by international visiting scholars.	Achieved <ul style="list-style-type: none"> • Seminars were presented by the following international visiting scholars. • Prof C Dranzoa, Vice Chancellor from MUNI University, Uganda on 22 February 2018. • Prof A Pizam from University of Central Florida, USA held on 26 February 2018. • Prof A Brem, from Friedrich Alexander University, Germany on 31 October 2018. 	Nil
			Establish 2 partnerships with international higher education institutions.	Over Achieved <ul style="list-style-type: none"> • MoUs were signed with the following international higher education institutions. • Eduardo Mondlane University Mozambique, on 05 March 2018. • Makerere University Business School, Uganda, on 8 March 2018. • Friedrich-Alexander University Erlangen-Nürnberg (FAU), on 12 June 2018. • Millennium University, Blantyre, Malawi on 30 August 2018. 	Nil

				<ul style="list-style-type: none"> • University of Western Sydney, Australia on 26 September 2018. • Padagogische Hochschule St. Gallen (PHSG), Switzerland, on 27 September 2018. • FH Joanneum University of Austria, on 9 October 2018. 	
			Apply for membership of the Commonwealth Association of Technical Universities and Polytechnics in Africa.	Achieved Membership of the Commonwealth Association of Technical Universities and Polytechnics in Africa (CAPA) was approved on 11 December 2018.	Nil
6.6	Foster and sustain partnerships with donors and funding organisations.	31 December	Establish partnerships with two new funders.	Achieved Partnerships were established with the BANKSETA received the confirmation of bursaries for 18 students from BANKSETA on 30/10/2018 and Eskom in February 2018.	Nil
		31 December	Host an event with current funders/ donors and potential funders/donors.	Achieved Hosted a Media Business Breakfast on 13 December 2018.	Nil
6.7	Foster and sustain partnerships with Alumni.	30 September	Establish the UMP Convocation. Elect members of Convocation to serve on Council.	Achieved <ul style="list-style-type: none"> • The UMP Convocation was formerly established on 4 August 2018. • Office Bearers were elected and two members were elected to serve on Council. 	Nil

Goal 3: Promote and sustain the recognition of engagement as one of the core missions of UMP

6.8	Promote the integration of engagement, research, scholarship, teaching and learning.	30 November	Arrange 1 workshop on integration of engagement, teaching and learning and research.	Achieved <ul style="list-style-type: none"> • A workshop on the integration of engagement, teaching and learning and research was held on 17 and 18 October 2018. • Hosted workshop on Engagement Portfolio of Evidence on 16 November 2018. 	Nil
			Identify 2 engagement projects linked to the research themes.	Achieved Hosted an engagement opportunity between a delegation from Sudan and South African organisations, regarding youth development and Incubation in Agriculture in collaboration with Mobile Agricultural Skills Development and Training (MASDT) on 25 October 2018. Hosted a Climate Smart Learning Network meeting in collaboration with Association of Water and Rural Development (AWARD) on 22 November 2018.	Nil
6.9	Recognise and reward engagement at all levels of the institution.	31 December	Identify staff who have excelled in engagement and reward them.	Achieved A call was sent out on 3rd December 2018 to staff to apply for the Engagement Excellence Award and 1 application was received and evaluated.	Nil

ACTIVITY AREA 7: FINANCE

Goal 1: Develop an integrated long-term financial framework to ensure sustainability of the institution

Performance Objectives	Performance Target Dates	Implementation Measures	Actual Performance	% Deviation
7.1 Identify initiatives to support the institutional strategic priorities and goals in a sustainable manner.	November 2018	Identify 3, SETA's and engage with them regarding the provision of funding / bursaries for students at UMP.	Achieved Engagements were conducted with BankSETA, InSETA and ServicesSETA during the year. MOA's were signed with BankSETA on the 28 October 2018 and with AgriSETA.	Nil
7.2 Determine income streams and cost implications.	30 November	Develop cost structures for SLPs.	Achieved The cost structure for SLPs was developed and used to evaluate the financial sustainability of SLP's. the following Eleven (11) SLP's were evaluated during the year. Sugarcane production, Hospitality Management (Rosen College), Portuguese Level 1-2, Effective Leadership for middle management and 6 Entrepreneurs SLP's.	Nil
	30 November	Review all the SLP business plans of the SLPs submitted to Finance.	Achieved 11 business plans were received and evaluated for financial sustainability during the year.	Nil
7.3 Implement model to prioritise identified strategic initiatives and promote strategic-aligned resource allocation at all levels.	31 December	Develop a model to prioritise the identified initiatives.	Achieved The identified initiatives, as per the 2018 APP, was used to allocate funds in the 2018 budget.	Nil

Goal 2: Develop a diverse range of income streams

7.4	Optimise student fees and subsidy income.	30 November	Submit a proposal to Council for 2019 tuition and residences fees.	Achieved 2019 tuition and residential fees were submitted and approved at the 5 December 2018 meeting of Council.	Nil
7.5	Identify and secure more robust alternative revenue streams.	31 October	Identify 1 additional revenue stream.	Achieved 8 NRF grants were received during the year totalling R1736.251m as per 2.3 above.	Nil
7.6	Mobilise relevant role-players for fund-raising.	30 September	Actively participate in the activities of the Fund-Raising Committee.	Achieved ED: Finance is a Member of the Fund-Raising Committee and provide financial and other inputs at the meeting held on 17 July 2018.	Nil

Goal 3: Ensure efficient utilisation of assets and resources

7.7	Develop a coherent approach to budget settings, reducing overheads and promote a proactive approach to value for money.	30 September	Submit 2019 Budget Guidelines to Council.	Not Achieved The first draft of the Budget Guidelines was submitted to MANCO on the 9 May 2018 for consideration. MANCO requested a review, which is currently in the process of finalisation. The target date is end April 2019.	10%
		30 November	Submit the 2019 budget to Council.	Achieved <ul style="list-style-type: none"> • 2019 budget has been prepared and finalised with DHET. • A Letter (dated 08 April 2018) confirming the 2019 budget has been received 	Nil

				from DHET and was submitted to Council at the 5 December 2018 meeting.	
7.8	Develop sound financial systems, controls and reporting measures.	31 December	Implementation of the SCM Policy.	Achieved Salient sections of the SCM policy was presented at the two staff inductions held on the 28 May and 20 November 2018.	Nil
7.9	Develop appropriate procedure and tender processes.	30 September	Implement a 3 months turnaround time for tenders.	Not Achieved The DD: SCM, resigned in February 2018, which has negatively impact this achievement.	20%
		30 September	Implement a 30 day payment of all invoices received.	Achieved Creditors are reconciled and all duly authorised invoices are paid within 30 days. Payments are done three times per month.	

ACTIVITY AREA 8: HUMAN RESOURCES

Goal 1: Create and sustain an affirming institutional culture for all staff

Performance Objectives	Performance Target Dates	Implementation Measures	Actual Performance	% Deviation
8.1 Develop an institutional Culture that is diverse, customer centric, empowering and inclusive.	31 May/ 31 October	Conduct Induction for new staff twice per year.	Achieved Two Induction were conducted for new staff from both Campuses 28 May/20 November.	Nil

	30 November	Conduct the Change Management intervention (Pioneering Journey) for two Divisions.	Achieved The Change Management interventions were conducted in both Campuses starting in Siyabuswa, and Later Mbombela conducted one on ones on 24 & 25 July with all MANCO Members.	Nil
	30 November	Conduct Team Building interventions in two Divisions.	Achieved Two Team Building interventions were conducted; Institutional Planning (6 & 7 Dec) and MANCO (13 Dec).	Nil
	30 November	Conduct a Roadshow once per year communicating HR Policies to staff.	Achieved <ul style="list-style-type: none"> • Workshops on HR Policies were conducted by Employee Relations as part of the Roadshow throughout the organisation. • 9 March – HR. • 9 March – School of Computer Mathematical Science. • 22 March – Stakeholder Liaison • 04 & 16 April – Student Affairs & DVC P&IS staff respectively. • 03, 10 -11; 14 -15 May 2018 – Farm Section staff; Library Staff; Finance; Cleaning & Transport staff respectively. • 16 & 21 May – ICT; Research & Marketing and Registrar respectively. • 04 & 19 June – Infrastructure & Committee Services respectively. 	Nil

				<ul style="list-style-type: none"> • 16 & 21 May – ICT; Research & Marketing and Registrar respectively. • 04 & 19 June – Infrastructure & Committee Services. 	
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Goal 2: Attract, develop and retain talented UMP staff

8.2	Develop a Recruitment Model that will attract talent and potential to the institution.	31 May	Rollout Quarterly Recruitment Plans as per the approved Structure.	<p>Achieved</p> <p>Quarterly recruitment plans implemented and total of new staff recruited in 2018 are 91 and below is the recruitment achieved per quarter:</p> <p>Quarter 1: 16 (2x Senior Lecturers, 2x Lecturers, 1x Post-Doctoral Fellow, 1x Research Associate, 3x nGAP Lecturers, 6x Admin Support Staff, 1x staff on contract)</p> <p>Quarter 2: 28 (16x Cleaners, 1x Professor, 4x Admin support staff, 3x Lecturers, 2x Student Assistants, 1x Moderator, 1x Senior Manager)</p> <p>Quarter 3: 32 (4x Waste Removal Assistants, 3x Student Assistants, 1x Senior Librarian, 2x Senior Lecturers, 1x Secretary, 1x Part-time admin, 3x Support Library staff, 7x Lecturers, 8x Landscaping Assistant, 1x Groundsman, 1x Cleaner)</p>	Nil
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				Quarter 4: 15 (1x ICT support, 1x Professional Nurse, 7x Admin Assistants, 1x Part-Time Lecturer, 5x Students Assistants)	
8.3	Develop a retention strategy for exceptional performing staff.	31 December	Implement the Retention Strategy through the various HR interventions.	Achieved The Retention Strategy was implemented through the various HR intervention which include remuneration benchmarking, staff development and professional support, provision of staff growth opportunities and Employment Equity plan that has recruitment targets to ensure equity.	Nil
		31 December	Implement 2017 Performance Management outcomes. Ensure 2018 Performance Contracting for staff in terms of the PDRE Policy.	Achieved <ul style="list-style-type: none"> • Moderation Committee in place and Moderation guidelines approved. • The Performance Assessments for 2017 concluded and performance bonuses paid with the June 2018 Salaries. • 2018 Performance Contracts are in place and half yearly assessments submitted. 	Nil
8.4	Develop and facilitate a career advancement and staff development programme.	31 December	Career Advancement and development programmes in place.	Achieved Over 60%(233) staff benefitted from the Career Advancement and Development programme as per the Study Benefit Policy. HERS Academy, Haaga-Helia programme and PGDHE at Rhodes. Essential Management Coaching.	Nil

		31 October	Cascade Leadership Development intervention to levels P5 - 8.	Achieved The Ethical Leadership Development Programme intervention was cascaded to Levels P5-8 and conducted on 7-8, 9-10, 28-29, 30-31 May.	Nil
		31 October	Participate in Annual Salary Surveys to benchmark UMP salary packages.	Achieved UMP participated in Annual Salary Survey as part of a benchmarking exercise in 2018, and final report was received in August 2018.	Nil
		30 September	Provide two Employee Relations interventions which will promote dialogue, and effective conflict resolution.	Achieved Employee Relations interventions on Conflict Management; Grievance Hearing and Discipline Management for Line Managers/ Heads of School/ and EMANCO, were implemented.	Nil

Goal 3: Facilitate Employee Wellness programme that will benefit all staff

8.5	Develop a Wellness Programme that will motivate staff and enhance performance.	31 December	Facilitate Employee Wellness Programme that will benefit staff.	Achieved Wellness Calendar was approved by MANCO and the following events took place. <ul style="list-style-type: none"> • Blood drive, 21 February. • World Blood Donor Day, 14 June. • Wellness Day (Mbombela), 29 June. • Wellness Day (Siyabuswa), 6 July. • Blood Drive, 19 September. 	Nil
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		31 December	Planning for a workshop on Financial Wellness for Staff, with a special emphasis on the Retirement Fund options offered by UMP.	Achieved Financial wellness workshop conducted by Alexander Forbes on 25 October 2018.	Nil
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Goal 4: Ensure effective and efficient HR systems and processes

8.6	Develop user friendly HR Systems and processes.	31 December	Refine E-Leave System based on the experience of clients and address audit findings.	Achieved <ul style="list-style-type: none"> • The E-leave system was refined, based on input from staff and the Internal Auditors. • The following e-Leave System changes have been effected on i-Enabler: <p>“Time out” message to remind Line Managers to approve leave.</p> • To have a pop-up message prompting the applicant to attach documents when applying for sick leave. 	Nil
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