



2016 | 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 2016

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
LCA	-	Lowveld College of Agriculture
LLC	-	Living and Learning Community
MANCO	-	Management Committee
MDE	-	Mpumalanga Department of Education
MEDUNSA	-	Medical University of South Africa
MRTT	-	Mpumalanga Regional Training Trust
NC	-	Nomination Committee of Council
NIHE	-	National Institute for Higher Education
NRF	-	National Research Foundation
NU	-	New University
PEPUDA	-	Promotion of Equity and Prevention of Unfair Discrimination Act
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
SIS	-	Standard Institutions Statute
SLA	-	Service Level Agreement
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
WIL	-	Work Integrated Learning

1. INTRODUCTION

The University of Mpumalanga (UMP) was established in 2013 and enrolled the first cohort of 169 students in 2014 in three academic programmes. In 2015, the University enrolled 828 students in five academic programmes. In 2016 a total of 1 255 students were enrolled in nine academic programmes. The University has its main campus in Mbombela and a second campus in Siyabuswa with the Mpumalanga Regional Training Trust (MRTT) in Mbombela, as a site of delivery for the hospitality programme.

The UMP, as a comprehensive university, understands that its academic project must combine both the creation and transfer of knowledge and skills and the development of students as independent and critical thinkers with a passion for knowledge and its application. In line with its typology as a comprehensive institution, the UMP, offers both diploma and degree qualifications. These qualifications include career-oriented, professional and general formative qualifications to enhance the employability of our graduates. Our diploma programmes include work integrated learning in order to provide the students with experiential learning opportunities. In responding to the opportunities that arise from being a comprehensive institution, UMP has adopted a distinctive knowledge paradigm characterised by the interconnectedness of teaching and learning, research and scholarship and engagement.

Our University has made a commitment to make a pioneering and critical contribution locally, nationally and regionally through teaching and learning, research and scholarship, and engagement in collaboration with strategic partners. This commitment is captured in UMP's Vision 2022, in which it seeks "to be an African University leading in creating opportunities for sustainable development through innovation".



The year under review has been marked by consolidation and growth. As a new institution, it is important for us to consolidate what has been achieved and lessons learnt whilst we continue with the growth trajectory as informed by the strategic plan.

The Annual Report provides a snapshot of the achievements of UMP during 2016.

2. 2016 PERFORMANCE ASSESSMENT REPORT

2.1 INTRODUCTION

The Performance Assessment Report is informed by the Strategic Plan of the institution, UMP 2022, which was approved by Council in July 2015. The Annual Performance Plan was developed for the 2016 academic year as informed by the template provided by the Department of Higher Education and Training (DHET) and the Strategic Plan of the University. In this regard, two versions of the Annual Performance Plan were developed. The first version as stipulated by the DHET covered the following key performance indicators:

- a) Student enrolment targets;
- b) Success rates;
- c) Research-related indicators;
- d) Earmarked grants;
- e) Consolidated three year budget; and
- f) Institutional Risk Register.

The second version focused on the strategic plan and covered 13 activity areas:

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 2016 were divided into four sections: Access, Success, Efficiency and Research output.

Access: Most of the ministerial approved targets were exceeded by 3-8%. These were the headcount enrolments, headcount enrolments for both undergraduates and postgraduate studies, enrolments in the fields of science, engineering, technology and in education. Targets that were not met include the first time entering undergraduates where the target was 620 but we ended up with 613 students (1% deviation), and enrolments for Business Management where the target was missed by 8% (147 students vs 135 enrolled in 2016).

Success: In this section UMP met its success rate target of 14% and exceeded its target on undergraduate output in the life and physical sciences by 4%.

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 ratio of FET students to FTE Instructional/Research staff. It was only the Instructional/Research professional staff including part time staff that was exceeded by 6% while the rest had variances ranging from 2-50%, the number of nGap staff engaged being 2 and not 4 as targeted and the ratio of FET students to FTE Instructional/Research staff being 16:1 instead of 20:1 Reasons for these deviations are given in Table 1 of the DHET report (Annexure 2).

Research Output: The UMP has not yet enrolled students for Research Masters' and PhDs. The target for Publication units per Instructional/Research staff was 0.6 and we achieved 0.54 because a large number of our academic staff were incorporated from the former Lowveld College of Agriculture (LCA) where research was not encouraged.

The expenditure against the teaching and research development grants has been much lower than expected for a number of reasons.

Firstly, the allocation of funds to the two grants was based on estimates that were developed in the third quarter of 2014 and these estimates have exceeded the actual amount needed to complete the planned activities. For the Teaching Development Grant, (TDG) the university has made two staff appointments and these staff are responsible for running our teaching development programmes. As such, we offer most of our workshops and events in-house and costs are kept to a minimum. For the Research Development Programme, we have successfully raised funds from Sector Education and Training Authority (SETAs) and the National Research Foundation (NRF) and this has greatly reduced the expenditure against the Research Development Grant (RDG/O).

Our ability to reduce the expenditure against the TDG and RDG is important given that the University was not provided with additional funds but had to take funds from the State grant. The low expenditure does not reflect low levels of activity in these areas as reflected in the separate reports.

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

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.

Objectives:

- Developing and implementing an effective and efficient multi-campus management model;
- Developing an organisational 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.

90.5% of the objectives were achieved in this activity area. Most of the objectives agreed upon under Governance and Strategic Leadership and Management were achieved. Two objectives were not achieved, namely Declaration of Interest and signing of Code of Conduct by 28% and 38% of the employees respectively, who were incorporated from the LCA.

The major achievements in this activity area are the approval of 35 policies by Council, the promulgation of the UMP Statute, the approval of the Siyabuswa Campus organogram and the approval of the faculty governance structure by Council. Fourteen Committees were established to provide oversight role over critical institutional processes. The Risk Management Policy and Risk Management Framework for the institution were approved including the institutional Risk Register.

Activity Area 2: Teaching and Learning

Goal:

Establish an institutional environment conducive to high quality Teaching & Learning.

Objectives:

- Develop an academic plan that will inform, underpin and support all academic activity;
- Conceptualise, develop and launch new qualifications that will both stand alone and support articulation within UMP and between institutions;
- Support the use of diverse modes of programme delivery both within and between campuses;
- Provide formal exposure to the work environment through inclusion of Work Integrated Learning in programmes;
- To provide support through PASS for Teaching and learning;
- Promote, recognise and reward excellence in teaching and learning;
- Attract, nurture and develop academics as reflective practitioners;
- Provide a policy and support for the use of multimedia and Information and Communication Technologies in Teaching and Learning;
- Accept a range of minimum entrance requirements including Recognition of Prior Learning; and
- Provide a scaffolded programme of student support and mentorship.

82.9% of the objectives were achieved in this activity area.

Most of the objectives in this Activity Area were achieved and six objectives were not achieved and will be finalised in 2017 due primarily to the need to reprioritize other work demands. These included the Policy on Programme Development and Review, development of a quality assurance framework, a workload allocation model, Policy and Support for the use of multi-media and ICTs in Teaching and Learning, and Policy for Peer Mentors.

The main achievements in this Activity Area are the completion and submission of the Enrolment Plan 2017-2019 to DHET, submission of 10 new postgraduate and 8 undergraduate programmes to the CHE for accreditation and approval by Council of 4 teaching and learning-related policies.

Activity Area 3: Research and Knowledge Generation

Goal:

Establish an institutional environment conducive to high impact scholarship, research and innovation.

Objectives:

- Provide an enabling policy and funding framework for research to improve research quality and productivity;
- Provide appropriate research and innovation infrastructure and support;
- 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, postgraduate 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.

83% of the objectives were achieved in this activity area. Three objectives were not achieved and will be completed in 2017. Three of the staff members who were unable to complete their Masters degrees in 2016 will complete them in 2017. The Policy on Research Incentives is still being consulted on and applications for the Thuthuka Grant were not submitted due to the supervisory requirements as UMP does not have Masters and Doctoral programmes.

The main achievements in this activity area are the 35,37 units that were produced which is an over-achievement as the target was 20 units, the approval of four research related policies and the establishment of research partnerships with international higher education institutions

Activity Area 4: Engagement

Goal:

Promote, develop and sustain the recognition of engagement as an institutional practice.

Objectives:

- Promote opportunities for engagement with external stakeholders;
- Promote social awareness and responsible citizenship among staff and students;
- Promote and advance public intellectual engagement;
- 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);
- 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
- Framework to engagement with structures.

100% of the objectives were achieved. The main achievements included the signing of the Memorandum of Agreement (MoA) with Bethal Correctional Services, Muni University in Uganda, University of Central Florida and Novi Said University in Serbia. The process to create an alumni data base has commenced. Positive engagements with SETAs were initiated that resulted in funding opportunities for both staff and students. A partnership with the Ehlanzeni TVET College was explored.

Activity Area 5: Academic Administration

Goal:

Establish effective, efficient and seamless Academic Administration systems and processes in support of UMP's mandate, reputable brand and memorable customer experience.

Objectives:

- Develop systems and processes to manage the anticipated enquires and applications efficiently;
- Implement established systems and processes to ensure a seamless and efficient admissions and selection management;
- Develop systems and processes to manage student data and records efficiently;

- Implement established rules and procedures for an efficient Examinations project;
- Establish systems and processes to ensure the hosting of successful, prestigious University ceremonies; (Welcoming, Chancellor Installation and Graduations).
- Develop processes to ensure a seamless migration of the ITS System from ADAPT IT to UMP;
- Develop systems and processes for managing the development of the Electronic Applications and Registrations for 2017;
- Establish systems and process to manage the handover process of the academic administration function from University of Johannesburg (UJ) and Mpumalanga Department of Education (MDE) in a seamless manner at the Siyabuswa Campus;
- Initiate the process for the development of the 2017 Almanac;
- Initiate the process for the development of the 2017 Timetables;
- Initiate the process for the development of the 2017 Prospectus;
- Ensure the building of HR;

74% of the objectives were achieved in this activity area. The objectives that were not achieved included migration of the student data from LCA, HEMIS data correction, establishment of the Almanac Committee, Time Table Committee, the Task Team for the compilation of the Prospectus and the 2017 Prospectus.

The main achievements were the establishment of procedures to deal with enquiries, application and timely communication with applicants, the introduction of on-line registration for first year students and the capturing of student data on the ITS system.

Activity Area 6: Student Support and Student Services

Goal:

Establish an environment conducive to the holistic development of UMP's students.

Objectives:

- Ensure the existence of functional student leadership structures;
- Provide development programmes for the student leadership structures;
- 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 off-campus students to experience a holistic academic environment;
- Promote academic engagement;
- Promote living and learning activities and programmes in the residences and the university in general;
- Encourage community engagement and support initiatives by students;

100% of the objectives were achieved. The main achievements included the successful running of the SRC/CRC election, induction and training of SRC/CRC members and the quarterly MANCO/SRC meetings. An over achievement was noted in the number of active sporting codes on campus (10) as well as in the participation of students in development programmes. The UMP ENACTUS Society was established and attended the 2016 National Competition held at the Sandton Convention Centre as observers. They will participate in the national competition in 2017.

Activity Area 7: Institutional Planning

Goal:

Establish systems and processes in order to provide a variety of types and formats of information in support of institutional strategic, academic and operational planning.

Objectives:

- Establish an effective integrated planning framework
- Establish systems and processes for monitoring and evaluation

84.6 % of the objectives were achieved in this activity area. The objectives that were not achieved included the procurement and implementation of the Archibus Facilities Management System, monitoring and evaluation workshops and a report. The main achievement included the development of the Integrated Planning Framework, HEMIS Data Management and Governance Framework and the acquisition of the Higher Education Data Analyser (HEDA),

Activity Area 8: Human Resources

Goal:

Establish a UMP HR profile in support of the University's strategic, academic and operational goals.

Objectives:

- Create and sustain an affirming institutional culture for all staff
- Attract, develop and retain talented UMP staff
- Facilitate Employee Wellness programme that will benefit all staff
- Ensure effective and efficient HR systems and processes

80.6 % of the objectives were achieved in this activity area. The objectives that were not achieved were those that had to go to the Bargaining Forum for consultation, such as the Leave Policy, Medical Aid Policy, Salary Increment, Recruitment and Retention Policy, and Collective Bargaining Agreement with Organised Labour. These policies will be finalised in 2017.

The main achievements were the harmonization of payday as part of the harmonization project, implementation of the staff wellness programme and the establishment of strategic partnerships with a number of SETAs. Substantial progress was made towards the establishment of a Collective Bargaining Forum.

Activity Area 9: Institutional Support

Goal:

Establish a set of institutional support services which will contribute significantly to UMP successfully fulfilling its mandate.

Objectives:

- To promote and foster an environment that is conducive to the health, safety and protection of UMP internal and external stakeholders
- Maintain quality estate and facilities,
- Expand ICT Infrastructure to enhance the academic project and support services

83.3 % of the objectives were achieved in this activity area. The objectives that were not achieved included the emergency training drills that were not conducted, implementation of the physical security action plan and upgrading of the emergency security alarm system.

The main achievements included the development and implementation of the SHE Policy, SHE Action Plan, development of Security Master Plan, Transport Management Policy and the development and implementation of the ICT Planning Framework.

Activity Area 10: Finance management

Goals:

Establish UMP as a financially sustainable institution in the execution of its strategic, academic and operational mandate;

- Develop an integrated long-term financial framework to ensure sustainability of the institution;
- Develop a diverse range of income streams; and
- 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 model 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 sound financial systems, controls and reporting measures; and
- Develop appropriate procedure and tender processes.

88.5 % of the objectives were achieved in this activity area. The objectives that were not achieved include the development of the budgeting framework, the revision of the Supply Chain Management Policy, and the Standard Operating Procedures.

The main achievements were the unqualified audit for 2015, the quarterly management accounts that were presented to Council, appointment of a Financial Broker for UMP, and an updated fixed asset register.

Activity Area 11: Estates and Infrastructure

Goal:

Establish UMP infrastructure which will support UMP's Strategic, Academic and Operational goals.

Objectives:

- Develop systems and processes for maintenance of the existing infrastructure.

100% of the objectives were achieved in this activity area. The main achievements included the implementation of the maintenance plan as per approved annual maintenance plan, implementation of the renovation plan as per approved annual renovation schedule and ensuring the availability of the protocol for the handover of new infrastructure.

Activity Area 12: New Infrastructure

Goals:

Promote the development of Iconic Infrastructure and Facilities.

Objectives:

- Develop systems and processes for new infrastructure development
- 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

100% of the objectives were achieved. The main achievements included a set of delegation of authority relating to the development of new infrastructure, creation of an organisational structure to manage the development of new infrastructure, the signing of a service level agreement between the UMP and the Mbombela Local Municipality and the approval by Council of the Five Year Infrastructure Development Implementation Plan.

The establishment of the New Infrastructure Projects Stakeholder Advisory Committee (NIPSAC) which advises Management on the employment of local labour and sub-contractors.

Activity Area 13: Marketing and Communication

Goal:

To communicate and market academic programs and facilities at UMP.

Objectives:

- Creative platforms to educate and inform prospective students about UMP Programs;
- Build positive relationships with UMP stakeholders;
- Engage staff with UMP brand to motivate positive attitudes and behaviours; and establish UMP Brand Ambassadors.

77.8 % of the objectives were achieved. The objectives that were not achieved, namely, the organisation of Open Days, implementation of “Creating Opportunities Campaign” and communication and culture change plan. The process for the profiling of high performing staff has commenced.

During 2016, there was a total of 296 objectives in the 13 activity areas. Of these, 256 (86.5%) were completed by the target date and a further two were completed in the following quarter of 2016. The benchmark for achievement of objectives is 80%.

Forty objectives (13.5%) were not achieved by the target date. For those that were not achieved, no progress was made with five (100% variance) and for the remainder, the variance was from 1% to 75%. The total variance was 4.8% and achievement was 95.2%.

2.4 CONCLUSION

Council is satisfied with the performance of the institution during 2016 as the majority of the objectives were achieved and the targets were met. The non-achievement of some of the performance targets was due to the developmental trajectory of the institution as human resources, processes and systems are still getting embedded. The performance targets have been included in the 2017 Annual Performance Plan and will receive due attention during 2017. One of the noteworthy milestone achievement during 2016 is the promulgation of the UMP Statute in August 2016.



Dr M D Mabunda
Chairperson of Council



Prof T V Mayekiso
Vice-Chancellor

3. REPORT OF THE CHAIRPERSON OF COUNCIL



Dr M D Mabunda, Chairperson of Council

3.1 INTRODUCTION

The University of Mpumalanga (UMP) operates from two campuses, in Mbombela and Siyabuswa and one site of delivery at the Mpumalanga Regional Training Trust (MRTT) situated in KaNyamazane, Mbombela. The student compliment for the 2016 academic year was 1255. UMP, which is a comprehensive university, offers a combination of Diplomas and Bachelor's degrees and is ideally positioned to facilitate the integration of post-school education and training via articulation and recognition of prior learning. Four new programmes were introduced in 2016. These programmes, together with our co-curricular activities, provide our students with a holistic learning experience that is intended to contribute to their employability.

UMP Vision 2022, the university's Strategic Plan provides a roadmap towards achieving the eight strategic priorities that are aligned to its Vision and Mission.

The vision of UMP is:

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

Our mission is to offer 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.

The core pillars of teaching and learning, research and engagement are underpinned by the institutional values of excellence, integrity, diversity, collaboration, adaptability, relevance and inspiration.

The Council of the University through its oversight role, monitored the implementation of the strategic plan. Vision 2022 is in its second year of implementation.

3.2 GOVERNANCE

It is gratifying to note that the UMP governance structures were formed and operated according to the Standard Institutional Statute - until the promulgation of the Statute of the UMP on 19 August 2016. The University Council, which is responsible for overall governance, and Council Committees met quarterly to deal with governance matters in the year under review. These structures are working efficiently and have made significant contributions to the UMP governance. Council is furnished with comprehensive quarterly review reports by the Vice-Chancellor which provide a strategic overview of the performance of the University.

Results from the self-assessment of Council, which was conducted in 2016, were shared with the Council members with the view of enlisting their support. These results showed that Council is functioning well and adheres to the corporate governance principles of accountability, integrity and responsibility. Council has again assessed its performance during the period under review in order to determine how effectively it met its responsibilities as the governing body of the University. UMP continues to place a great deal of emphasis on the importance of co-curricular activities as part of the educational experience of our students. Students were introduced to a number of student societies and sporting codes that are available to offer them a holistic experience. Creating a vibrant living and learning environment where students contribute to socially engaged scholarship is at the centre of the University's purpose. In April 2016 Council approved the Five Year New Infrastructure Implementation Plan to guide future infrastructure development of the University. In addition, systems and processes have been put in place to monitor the implementation of the plan and the effective utilization of resources.

3.3 GOVERNANCE OF RISK

Matters pertaining to audit and risk are dealt with by the Audit Risk and IT Governance Committee (ARIGC) which is a sub-committee of Council. Members representing the external and internal auditors attend the meetings of ARIGC.

A Risk Management Committee has been established comprising of management and including representation from all divisions of the UMP. The Risk Management Committee is working effectively and reports are submitted to ARIGC on a quarterly basis.

The institutional risk register was updated in September 2016 after the completion of a comprehensive risk assessment, undertaken with the assistance of an external service provider, namely, KPMG. The updated institutional risk register was approved by Council in September 2016. The following institutional risks were identified:

1. Safety and Security;
2. Compliance management;
3. Staffing Risk;
4. New Infrastructure Risk;
5. Funding Risk;
6. Quality Students Experience;
7. Relevant and a Responsive Academic Project;
8. Reputational Risk; and
9. Leadership and Governance Risk.

Action plans have been identified to mitigate these risks.

3.4 COMPLIANCE WITH LAWS, CODES, RULES AND STANDARDS

The Statute of the UMP was promulgated in August 2016. This is an important milestone in the governance of the University. Council's approach to its governance role has been in full compliance with relevant laws, codes, rules and standards, together with total adherence to the values of the institution. The committees of Council continued to provide the requisite oversight in relation to the various portfolios. In the year under review 36 policies were approved by Council as reflected in *Appendix A*. For example, crucial policies, namely, staff development, student life, teaching and learning, empowering staff with regard to research capacity, sustainability of the institution, fiduciary responsibilities and human resources were finalised.

In addition to the foregoing, we installed the first Chancellor of the University, in the person of the Deputy President of the Republic of South Africa, Mr Cyril Ramaphosa, on 2 April 2016 and the first graduation ceremony took place on 14 May 2016.

3.5 GOVERNANCE OF INFORMATION COMMUNICATION TECHNOLOGY

The focus in 2016 was on the development and implementation of the Information Communication Technology (ICT) governance framework. This framework enabled the approval by Council of the ICT Equipment Allocation Policy, Server Room Policy and Patch Management Policy which are critical for effective and efficient operation of the University. Reports on the progress with the provision of ICT are provided quarterly to ARIGC.

3.6 CONCLUSION

As Chair of Council, I derive pleasure from working with a dedicated team of professionals across the board. The higher education environment is arguably going through its most tumultuous period. Our collective wisdom needs to be brought together so that UMP remains in the best state it can – and remain a national asset we can all be proud of. On behalf of Council, I wish to express our sincere appreciation to the staff, students and management of UMP for their contribution to the development of the University.



Dr M D Mabunda
Chairperson of Council

4. COUNCIL'S 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.

Functions

1. The Council governs the University subject to the provisions of the Higher Education Act 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);
 - a positive academic atmosphere;
 - disciplinary matters regarding staff and students;
 - the language policy of the University in concurrence with the Senate,
 - 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:

- must be a person with knowledge and experience relevant to the objects and governance of the University, with adequate capacity to discharge his/her duties to the Council diligently;
- must participate in the deliberations of the Council in the best interests of the University;
- 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;
- may not place himself or herself under any financial or other obligation to any individual or organisation 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;
 - 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



*Dr M D Mabunda,
Chairperson of Council*



*Ms C Mabuza,
Deputy Chairperson*



Prof T Mayekiso



Prof R L Howard



Prof R Bernard



Ms H Thrush



Mr V F Mlombo



Dr B L Kgobane



Prof S S Ripinga



Mr G T Mokoena



Ms I Makwetla



Adv C J Weapond



Dr N J Tshawane



Ms I Mahlangu



Ms C Ledwaba



Ms L Mohlala



Dr X Mkhwanazi



Mr M M Maimane



Mr S D Ngema



Prof T R Nhlapo



Mr N Dyira



Mr R Mkhwanazi



Mr P B Mtsweni



Mr M A Mashego



Mr C Mawela



Prof M Mbewe



Prof P Lukhele-olorunju

TABLE 1: COUNCIL MEMBERSHIP AND ATTENDANCE

Nr	Name & Surname	Constituency	Percentage Of Meetings Attended
1.	Dr Madoda D Mabunda	Council Appointee	100%
2.	Ms Charmaine Mabuza	Public Appointee	75%
3	Ms Helen Thrush	Council Appointee	100%
4.	Mr Vincent F Mlombo	Council Appointee	67%
5.	Dr Bethuel L Kgobane	Public Appointee	75%
6.	Ms Cynthia Ledwaba	Public Appointee	100%
7.	Ms Idah Makwetla	Public Appointee	50%
8.	Mr Gay T Mokoena	Public Appointee	75%
9.	Ms Linkie Mohlala	Public Appointee	50%
10.	Prof Simeon S Ripinga	Public Appointee	100%
11.	Dr Nwamilorho J Tshawane	Public Appointee	100%
12.	Adv. Collen J Weapond	Public Appointee	25%
13.	Ms Idah Mahlangu	Ministerial Appointee	100%
14.	Mr Moerane M Maimane	Public Appointee	100%
15.	Mr Molebaleng A Mashego	Ministerial Appointee	100%
16.	Dr Xolani Mkhwanazi	Ministerial Appointee	50%
17.	Prof Thandabantu R Nhlapo	Ministerial Appointee	50%
18.	Mr Calvo P Mawela	Ministerial Appointee	25%
19.	Mr Ntobeko Dyira	Academic Staff Representative	100%
20.	Mr Raymond Mkhwanazi	Academic Staff Representative	100%
21.	Mr Petrus B Mtsweni	Support Staff Representative	75%
22.	Mr Sello D Ngema	Support Staff Representative	100%
23.	Prof Thoko Mayekiso	Vice-Chancellor	100%
24	Prof Rachmond L Howard	DVC: Planning & Institutional Support	100%
25.	Prof Ric Bernard	DVC: Academic	100%
27.	*Prof Moses Mbewe	Senate Representative	100
27.	*Prof P Lukhele-Olorunju	Senate Representative	100%
28.	**Dr Tsakane Ngomane	Senate Representative	67%
29.	**Prof Charles Machethe	Senate Representative	100%
30.	***Mr Thabiso Shongwe	SRC : President	100%
31.	***Mr A Nkambule	SRC: General Secretary	75%
Total Percentage Attendance			82%

* Nominated to serve on Council effective from 28 September 2016.

** Term of Office as a member of Council ended on 30 June 2016.

***Term of Office as a member of Council commenced on 01 January 2016 in line with Statute.

Council met four times in 2016, on 07 April, 30 June, 19 October and 5 December 2016. The Council of the University consisted of 31 members and the percentage of external members was 65% in comparison to 35% 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 nominated for a period of 1 year and were reviewed in March 2016. The Human Resource Committee of Council and the Audit Risk and IT Governance Committee (ARIGC) have independent experts as members of the Committees. Charters of the Human Resources Committee and the Remunerations Committee were revised in 2016 in order to eliminate overlaps.

a) Nominations Committee of Council (NC)

Role of the Nominations Committee

- The Nominations Committee of the Council (the Committee) is a committee of the Council as contemplated in paragraph 18(1) (f) of the Standard Institutional Statute, 2002, promulgated in terms of the Higher Education Act, 1997.
- The role of the Committee is to ensure appropriate and equitable representation on Council committees and joint Council/Senate committees; and
- The Council on Senate or any other forum at the University, or externally.

TABLE 2: MEMBERSHIP AND ATTENDANCE OF THE NOMINATIONS COMMITTEE

Name of Member	Attendance
Mabuza C (Chairperson)	0%
Mashego A	100%
Mayekiso TV	100%
Ledwaba M	100%
Ripinga S *	100%
Total	75%

The committee held one meeting in 2016 on 21 April 2016 and the average attendance was 75%.

b) Executive Committee of Council (EXCO)

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 3: MEMBERSHIP AND ATTENDANCE OF THE EXCO

Name of Member	Attendance
Mabunda DM (Chairperson)	100%
*Mbewe M	100%
Mabuza C	40%
Mayekiso TV	100%
Mkhwanazi X	80%
**Ngomane T	100%
Ripinga SS	100%
Total	87%

*Term of office started on 30 June 2016.

** Term of office ended on 30 June 2016.

The committee held four ordinary meetings in 2016, with an average attendance of 87%. The meetings were on 22 March, 13 June, 12 October and 22 November 2016. A special meeting was held on 14 July 2016.

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 18(1) (g) of the Standard Institutional Statute, 2002, which reads: “(g) such other Committee as may be required.”
- The Committee advises the Council on the development, implementation and review of the strategic plan of the university.

TABLE 4: MEMBERSHIP AND ATTENDANCE OF THE STRATEGY COMMITTEE

Name of Member	Attendance
Weaponond J C (Chairperson)	67%
Bernard R	100%
Howard RL	33%
Mashego A	67%
Mayekiso TV	100%
Tshawane NC	67%
Total	72%

The committee held three ordinary meetings in 2016, with an average attendance of 72%. The meetings were held on 10 March, 10 June and 02 November 2016.

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

The Audit, Risk and IT Governance Committee of the Council (the Committee) is a committee of the Council as contemplated in paragraph 18(1) (b) and (g) of the Standard Institutional Statute, 2002. Subject to the provisions of paragraph 8(4) of the Standard Institutional Statute, 2002, 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, 1997.

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 5: MEMBERSHIP AND ATTENDANCE OF THE AUDIT, RISK AND ICT GOVERNANCE COMMITTEE

Name of Member		Attendance
Mokoena T G (Chairperson)	Master's in Business Leadership (UNISA)	100%
Deiner G	B. Compt (UNISA)	100%
Keyser A	Matric & Governance Courses from WITS Business School	100%
Ledwaba M C	B Tech Management (Honours) Durban University of Technology	100%
Mawela C	BSc. Eng (Electrical Engineering) University of Kwazulu-Natal	0%
Thrush H	B. Compt Honours - (UNISA)	100%
Total		86%

Invitees:

Prof T Mayekiso (Vice-Chancellor)
 Chief Information Officer
 Senior Director: Audit and Risk Services
 Executive Director: Finance

ARIGC has a membership of six. Two of the members are independent experts and the remaining four are external members of Council. None of the members of ARIGC are employees of the University.

The committee held four ordinary meetings, and one special meeting in 2016, with an average attendance of 86%. The ordinary meetings took place on 18 February, 12 May 5, 11 August and 15 November 2016. There were two special ARIGC meetings which were held on 27 May and 14 July 2016.

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

Role of the Governance, Finance and Investment Committee

- The Governance, Finance and Investment Committee (the Committee) is a committee of the Council as contemplated in paragraph 18(1) (c) and (g) of the Standard Institutional Statute, 2002.
- 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.

TABLE 6: MEMBERSHIP AND ATTENDANCE OF THE GOVERNANCE, FINANCE AND INVESTMENT COMMITTEE OF COUNCIL

Name of Member	Attendance
Mkhwanazi X (Chairperson)	100%
Pather K	100%
Mahlangu IM	75%
Mayekiso TV	100%
Mokoena TG	100%
Total	95%

The committee held four ordinary meetings in 2016, with an average attendance of 95%. The meetings were held on 25 February, 19 May, 30 August and 11 November 2016.

f) Human Resources Committee of Council (HRC)

Role of the Human Resources Committee

- The Human Resources Committee of the Council (the Committee) is a committee of the Council contemplated in paragraph 18(1) (d) and (g) of the Standard Institutional Statute, 2002, promulgated in terms of the Higher Education Act, 1997, as amended.
- In terms of section 34 of the Act:
 - the Council of the University appoints University employees; and
 - the Council determines the conditions of service, disciplinary provisions, privileges and activities of employees.
- In terms of section 29(1) of the Act, read with paragraph 18(4) of the Standard Institutional Statute, the Council delegates to the Committee the power to finalise the following matters subject to the conditions set out below:
 - All matters related to human resources that may be delegated in accordance with the Act, the Standard Institutional Statute and the Rules of the University, except those matters delegated to another Council Committee in accordance with the relevant Charter.

**TABLE 7: MEMBERSHIP AND ATTENDANCE OF THE
HUMAN RESOURCES COMMITTEE OF COUNCIL**

Name of Member	Attendance
*Mlombo F (Chairperson)	100%
**Maimane M (Acting Chairperson)	100%
Makwetla I	25%
Umlaw M	100%
Total	81%

**Resigned as member on Council on 21 August 2016*

*** Nominated to serve as initially Acting Chairperson and Chairperson following the resignation of Mr Mlombo.*

Invitees:

Prof T Mayekiso (Vice-Chancellor)
Executive Director: Human Resources

The committee held four ordinary meetings in 2016, with an average attendance of 81%. The meetings were on held 11 February, 17 May, 25 August and 11 November 2016.

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

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 18(1) (e) and (g) of the Standard Institutional Statute, 2002.
- FPIC execute its governance and other responsibilities, contemplated in the Act and the Standard Institutional statute, especially its responsibility to provide and plan appropriate facilities and infrastructure for the University, necessitates the Council to establish a Facilities Planning and Infrastructure Committee, and to delegate certain functions, subject to the provisions of the Act and the Standard Institutional Statute, to the Committee.
- When performing its role the Committee is guided by the following statutory restrictions:
 - In accordance with section 20 (5) of the Act the University may not, without the concurrence of the Minister, dispose of or alienate in any manner, any immovable property acquired with the financial assistance of the State or grant to any person any real right therein or servitude;
 - In accordance with section 40 (3) of the Act (see also paragraph 8(3) and (4) of the Standard Institutional Statute, 2002), an institution may only with a resolution of its Council embark on any:
 - Construction of a permanent building or other immovable infrastructural development;
 - Purchasing of immovable property; or
 - Long-term lease of immovable property.

Any of the above actions contemplated in section 40 (3) of the Act must be approved by the Minister if the value of the development or property exceeds five per cent of the average income of the institution received during the two years immediately preceding the action.

TABLE 8: MEMBERSHIP AND ATTENDANCE OF THE FACILITIES PLANNING AND INFRASTRUCTURE COMMITTEE OF COUNCIL

Name of Member	Attendance
Mawela C (Chairperson)	100%
Els G	75%
Howard RL	75%
Mayekiso TV	100%
Tshawane NC	75%
Mokotedi D	100%
Total	88%

The committee held four ordinary meetings in 2016, with an average attendance of 88%. The meetings were held on 17 March, 19 May, 31 August and 17 November 2016.

h) Remuneration Committee of Council (REMCO)

Role of the Remuneration Committee of the Council

- The Remuneration Committee of the Council (the Committee) is a committee of the Council contemplated in paragraph 18(1) (g) of the Standard Institutional Statute 2002, promulgated in terms of the Higher Education Act, 1997, as amended.
- In terms of section 29(1) of the Higher Education Act, 1997, as amended, read with paragraph 8(4) of the Standard Institutional Statute, 2002, 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 9: MEMBERSHIP AND ATTENDANCE OF THE
REMUNERATION COMMITTEE OF COUNCIL**

Name of Member	Attendance
Kgobane BL (Chairperson)	100%
*Mabunda DM	0%
Mohlala L	50%
*Mkhwanazi X	50%
**Maimane M	100%
Mayekiso T	100%
*Pather K	100%
*Mavuso L	100%
Total	75%

* Nominated to serve on REMCO on 30 June 2016.

** Nominated to serve on REMCO as Acting Chair of HRC on 31 August 2016.

The committee held four ordinary meetings, and one special meeting in 2016, with an average attendance of 75%. The ordinary meetings were held on 3 March, 13 June, 31 August and 10 November 2016.

4.3 STATEMENT ON CONFLICT MANAGEMENT

The University has adopted an engaging and proactive approach to student and employee interactions that is intended to reduce the risk of conflict, thereby, limit the exposure of the University to unrest and protect actions. The details are provided in section 4.4 below:

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

4.4.1 THIRD PARTY INTERVENTION AS PART OF DISPUTE RESOLUTION MECHANISM STRATEGY

UMP as an institution has social partners in the form of Organized Labour, and the social partnership has been formalised by entering into an Organisational Rights Agreements, which outlines the terms of reference of the social partnership. One of the basic principle that forms part of the agreement, is a clause that outlines how parties will deal with issues of disagreement.

In 2016 the two unions which are part of the recognition agreement in UMP, the National Education Health Allied Workers Union (NEHAWU) and National Tertiary Education Union (NTEU), declared a dispute which warranted a third party intervention, starting with the mediation process as facilitated by the Commission for Conciliation, Mediation, and Arbitration(CCMA). The failure of the parties to agree at the CCMA, led to a protected strike, which resulted in. a management employing a legal mechanism, when Organized Labour interfered with other business operations, including the construction site, and the writing of exams.

The issues that led to the dispute entailed the following:

- Perceived “Unilateral change” of the conditions of service of incorporated staff members in terms of the compulsory December Shutdown, which impacted on their leave days; and
- The change of pay day from 15th to 25th day of the month as part of the Harmonization Project.

The approach adopted by the Arbitrator, was based on the process of inquiry in trying to understand the issues at hand, and the reasons which led to the dispute. The facilitation process by the Arbitrator highlighted a lot of shortcomings that impacted on the relationship between Organized Labour and Management, which can be summarized as follows:

- The level of experience between Organized Labour and Management in terms of understanding issues;
- The low trust levels between the two parties which had an impact on processes, such as the Harmonization Project which was supposed to lay a good foundation, for the other engagement process that will subsequently follow to regulate the relationship;
- The need to strengthen consultation structures, and spend more time on issues at this level to ensure understanding for all the parties;
- The need to ensure that the Legal Framework that provides the guide for how the relationship between Organized Labour and Management should be regulated, must be adhered to, regardless of the constraints the parties could be facing;

- The importance of accurate documentation of issues agreed upon, as records that need to be kept, for future reference in case they are needed; and
- The need for capacity building in terms of the latest trends when it comes to Employee Relations, Labour Law for both management and Organized Labour.

Based on the above it has become clear, that there is a need to revisit some of the processes to ensure that they are addressed and consolidate the gains made thus far and continue to strengthen the relationship between management and Organized Labour.

4.4.2. STRATEGIES IN PLACE TO ACHIEVE GOOD EMPLOYER/EMPLOYEE RELATIONS

UMP as the employer has put in place a number of communication and consultation structures between Management and Organized Labour, as part of the strategies to promote good relations and a conducive working environment.

These strategies include the following:

4.4.2.1. INFORMATION SHARING

Management meet with Organized Labour on a regular basis to share information on issues that maybe of interest to staff, or will affect staff, and may create wrong perceptions if not shared. The information sharing meetings takes place on a quarterly basis and provide an opportunity to all parties to raise issues of clarity, and management to explain where there are misconceptions, and also give progress on some of the issues that staff may have raised, and expect a response thereto.

The information sharing strategy has assisted in closing the gap between management and staff, and promoting a culture of open dialogue, between management and staff.

4.4.2.2. CONSULTATION/COMMUNICATION STRUCTURES

UMP has established a number of consultative and communication structures which include amongst others the Collective Bargaining Forum. The Collective Bargaining Forum is regulated by the Collective Bargaining Agreement, and the annual collective bargaining agenda. These include amongst others the following issues:

- Salary negotiations and conditions of service;
- Policies which impact on conditions of service; and
- Organizational Development issues.

Other than the Bargaining Forum, Organized Labour has been incorporated in all the established structures that deals with issues that affect staff. This include both project based structure, and permanent established consultation structures.

4.5 STUDENT MATTERS

The UMP, like most Universities in South Africa, was not spared from the national #FeesMustFall related student protests during the reporting year. We had two incidences, in March and in September 2016. The March protest resulted in the loss of 2 academic days, and in September the University lost about 7 academic days after the University Management took a conscious decision and suspended the academic programme and sent students home for one week. It was necessary for Management to take such an action in order to protect the University property, staff and other students. This decision bore fruits as it minimised the protest and students were able to return to class.

The University Management, being aware and conscious of the importance of conflict management, decided to expose the few students, who were identified as leaders of the protests, to conflict management intervention. A workshop was organised for the 7 students who led the March protest. The workshop was a huge success and positive feedback was received from both the students and the facilitator. Those students, never led any such actions again during the year. The University Management also organised a workshop for the 2017 student representative council members, immediately, after the elections prior to their SRC office bearers' elective meeting. It was crucial for a workshop of this nature since the elected members were represented in equal numbers from two differing student political structures. The aim of the workshop was to expose the student leadership to leadership imperatives and effective communication dynamics to allow them to work together. The success of the workshop was illustrated when the elective meeting was successful and all the office bearers were nominated without contestations.



Members of SRC/CRC with University management

The University Management recognises the value in continuous engagement with the student leadership. To this effect, the University continued to hold meetings with the student leadership at different levels. The quarterly meetings between the Management Committee and the SRC, the monthly meetings between the Dean of Students and the SRC, the bi-monthly meetings between the Managers: Student Governance and Development as well as the weekly meetings between the House Wardens and the House Committees were amongst the strategies applied to enhance effective communication and cooperative governance at the University. This approach is in line with the MANCO approved promotion of engagement between the University Management and the student leadership at the UMP.

4.6 STATEMENT ON CODE OF ETHICS

In accordance with the provisions of the Higher Education Act, 1997 as amended, the Standard Institutional Statute (and Draft UMP Statute), 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 interest in accordance with the above statutory and policy frameworks with regard to the following:

1. Financial interests and fiduciary roles, the latter to include but not limited to offices, directorships of companies, memberships of close corporations and trusteeships;
2. The financial interests and fiduciary roles of the members of his or her immediate family;
3. 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.

In addition, before the commencement of any meeting, Council members and members of Committees of Council, are required to 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 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.

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 Form. At the start of each meeting and as part of the attendance register, employees are expected to indicate if they have interest to declare on any of the items on the agenda.

5. COUNCIL STATEMENT ON SUSTAINABILITY

5.1 INTRODUCTION

The University of Mpumalanga as an engaged institution realizes its role in contributing to the socio-economic development of the Province of Mpumalanga. The University has as a result, set construction development targets for its new infrastructure projects.

5.2 CONSTRUCTION DEVELOPMENT TARGETS

TABLE 10: CONSTRUCTION DEVELOPMENT TARGETS

Key Performance Indicators		Targets
1.	Expenditure on the employment of local sub-contractors and suppliers as well as labour	R43 Million
2.	Direct employment of local labour in terms of the number of person days worked by local people	906 Person average 199 Person Days for the full 320 Contract period
3.	Broad-based Black Economic Empowerment spend aligned with the scorecard for preferential procurement	R40 Million
4.	Skills development towards nationally accredited outcomes	

Method 1: structured work experience learning opportunities towards a part or a full occupational qualification	32 461 Hours 902 Days
Method 2: structured work experience learning opportunities for apprentices or other artisan learners	29 682 Hours 407 Days
Method 3: work integrated learning opportunities for University of Technology or Comprehensive University national diploma students	18 431 Hours 838 Days
Method 4: structured work experience opportunities for candidates towards registration in a professional category of registration	3 998 Hours 500 Days

TABLE 11: CONTRACT LOCAL PARTICIPATION GOAL

Total Actual Spend to Date	% Target of Local Expenditure	Actual Local Procurement Spend	Actual %
R 119,48m	77%	R 108,48m	91%

TABLE 12: BROAD-BASED BLACK ECONOMIC EMPOWERMENT SPEND GOAL

Total Actual Procurement Spend	B-BBEE Target as a % of Procurement Spend	Actual B-BBEE Procurement Spend	Actual %
R 109,22m	68%	R 103,16m	94%

5.3 UMP NEW INFRASTRUCTURE STAKEHOLDERS ADVISORY COMMITTEE

The establishment of the New Infrastructure Projects Stakeholder Advisory Committee (NIPSAC) which advises Management on the employment of local labour and sub-contractors. This Committee is chaired by a members of the University Management and comprises of three representatives from Management, representatives from the UMP New Infrastructure Project Division, 3 Ward Councillors from the City of Mbombela Local Municipality, as well as members from the KaNyamazane Community Forum. The work of the NIPSAC

is guided by the Charter which was approved by Management. The existence of the NIPSAC has assisted greatly in the management of community expectations on matters of employment in the current infrastructure development at the Mbombela Campus of UMP.

This Committee is a vehicle through which the University ensures that its new infrastructure development contributes to the development of the community, through:

- the employment of local labour from the local community;
- the employment of sub-contractors from the Province,
- the provision of training and skills development opportunities for local labour, and
- the provision of on the job-training for graduates. The provision of these opportunities will go a long way in enhancing the sustainability of the local communities.

5.4 CONCLUSION

The University during the period under review has started to make a contribution to the socio-economic development of the Province of Mpumalanga through its new infrastructure projects.



6. CAMPUS DEVELOPMENT

6.1 INTRODUCTION

This report provides an overview of progress on the University of Mpumalanga (UMP) Infrastructure during the 2016/17 financial year. The report covers a year during which the Wits New University Project Management Team (NUPMT) handed over responsibilities for construction and infrastructure development to the UMP. The report tracks the completion of projects initiated by the Wits NUPMT up to the start of construction, as well as the start of new buildings by the UMP Infrastructure Team. The increased levels of commitment and, particularly, of expenditure provide a clear indication of the volume of new infrastructure that has been delivered during the past year.

Major achievements of the past year have been:

- Handover of three buildings completed by the Wits NUPMT.
- Completion of three further buildings originally initiated by the WITS NUPMT and completed under the UMP Project Team.
- Conceptualisation, design and the start of construction of four new building groups to assist with the expanding academic programme and student enrolment numbers. These are buildings to be completed for the 2018 Academic Year.
- Initiating the development of three new academic, residential and support facilities buildings for the 2019 Academic Year.
- Developing a 5-year development plan and infrastructure funding budget approved by both the UMP Council and the DHET.

While the broad Spatial Framework and the plan to complete the university within a 10 to 12 year period has remained largely unchanged, intensive consultation with the academic leadership has shaped the priorities, forward planning and the design of new buildings. This consultation has resulted in the 5-year development plan and funding budget.

During the past year delivery has focused on the construction of new buildings, improving the bulk and site infrastructure of the Mbombela Campus as well as the continued renovation of existing buildings.

This section of the report covers work constructed, under construction and planned, as follows:

- Lower Campus Overview;
- Lower Campus Buildings 2016-2019; and
- Bulk Infrastructure Development.

6.2 UMP INFRASTRUCTURE

6.2.1 LOWER CAMPUS OVERVIEW

Completing the Lower Campus

Wide consultation with the academic leadership of the university, the executive and the DHET resulted in a shift in the overall implementation strategy of the Mbombela Campus. It was agreed that the Lower Campus should be completed in full before proceeding with new buildings on the Hill Campus. This strategy would enable the completion of the South Campus by June 2019. (Fig. 1)

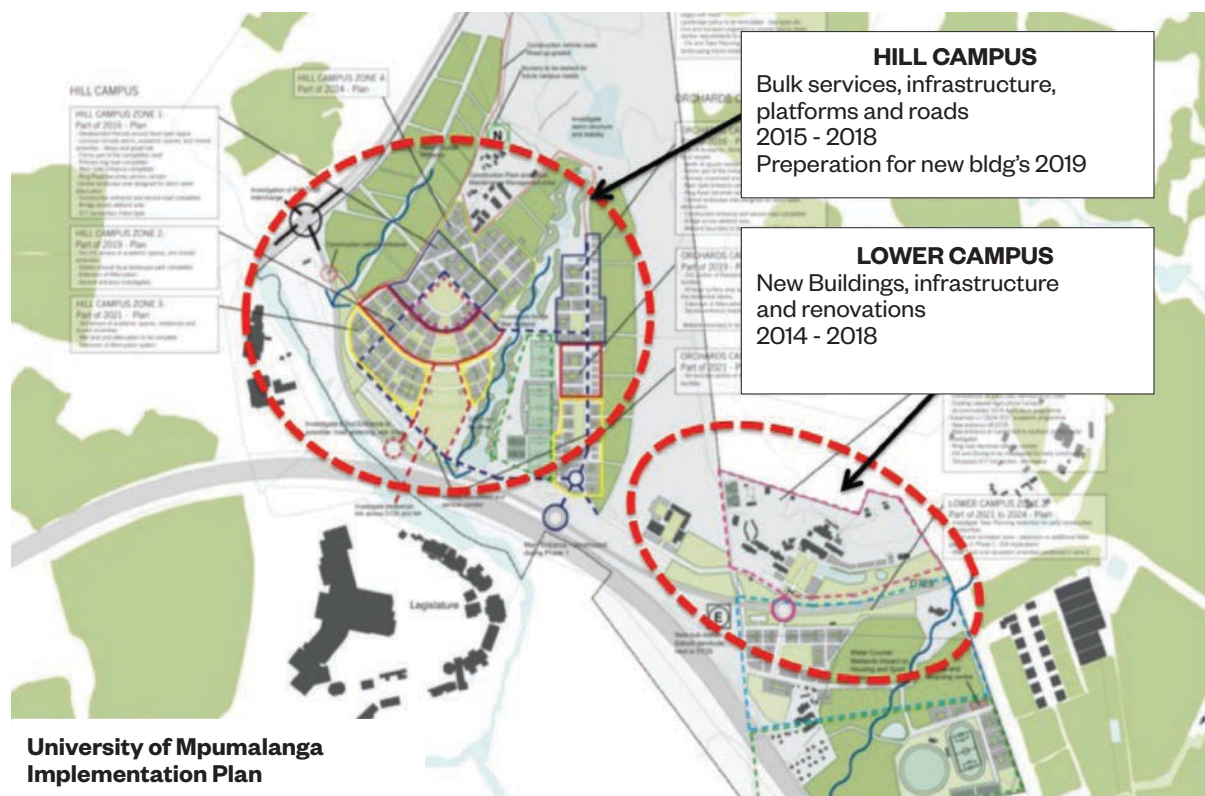


Fig. 1: Completion of all the building and infrastructure projects on the Lower Campus by 2019.

Completion of the South Campus would then allow the university to function without major construction interference. The conflict and risk associated with a complex and spread out construction process, hand-in-hand with academic activities, would hereby be mitigated.

The change in the implementation strategy would impact the start of buildings on the Hill Campus by one year. Bulk infrastructure, roads and services will commence as originally planned to allow construction to start in mid-2019.

The work on the Lower Campus is summarized under academic year of completion and or planned completion. (Refer fig. 2 indicating the implementation and phasing strategy of the Lower Campus).

Academic Year 2016

The following buildings on the Lower Campus were completed by the NUPMT for occupation in January 2016;

- L001: Residence Building.
- L004: Auditorium and Office Building.
- L006: Science Laboratory Building.

Academic Year 2017

Three projects were initiated under the management of the NUPMT. These projects were completed by the NUPMT to technical documentation level (NEC Stage 6), after which they were handed to the UMP for the construction phases. The buildings included;

- NBP0001 (L002): Executive Offices.
- NBP0002 (L003): Library.
- NBP0004 (L007): Residential, Clinic & Sports/Multipurpose Hall.

Academic Year 2018

During the course of the past year UMP has initiated a number of important additions to their campus to support the growing number of academic programmes and enrollment numbers. The buildings included;

- NBP0003 (L005): ICC Building.
- NBP0005 (L008): Hospitality and Tourism Building.
- NBP0006 (L009): Multi-purpose Teaching Buildings.
- NBP0007 (L010): Multi-purpose Administration Block.

Academic Year 2019

In preparation for the 2019 Academic Year five critical projects have been identified;

- NBP0008: Staff Support + Recreation.
- NBP0012: Science Research Block.
- NBP0013: New Student Residence and Dining Facility.
- NBP0015: Extension of the Existing Dining Hall.
- NBP0016: Gate-House improvements and upgrades.

A fifth building, to accommodate the academic programme and staff support is planned. The accommodation brief for this building has not yet been finalised.

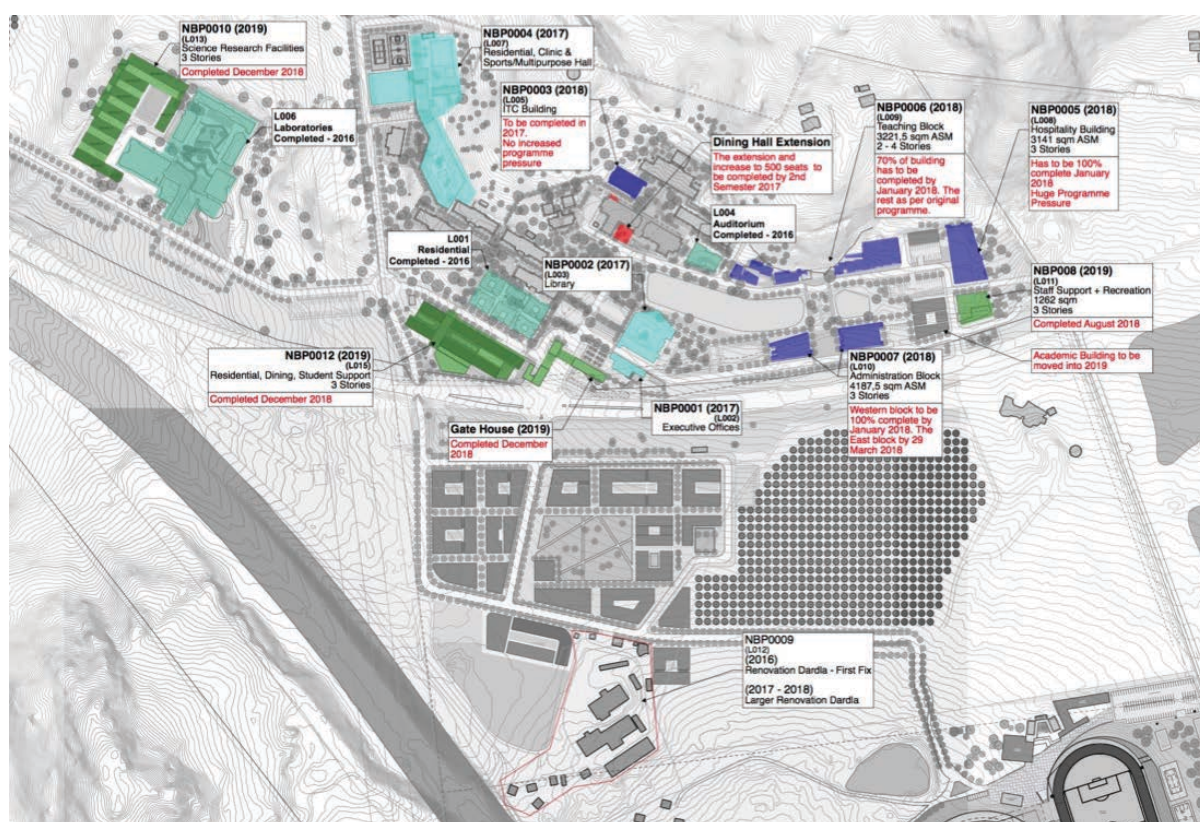


Fig. 2: Lower Campus Implementation Plan 2016-2019.

6.2.2 LOWER CAMPUS BUILDING

Academic Year 2016

L001: Residence Building

The Residential complex is comprised of 6 distinct buildings integrated into the existing residential precinct. Five 3 storey Residential apartment blocks accommodating a total of 232 beds are positioned along a pedestrian street. The rooms are grouped together around courtyards to form social clusters with shared ablutions and small common kitchenette spaces.

Residence seminar rooms, Student centre, Games rooms and Laundry are located on the upper and lower ground floors of a 2 Storey building accessed from a communal square located along the pedestrian street.

The residences are structured as a series of 'apartment blocks' with private internal courtyards, arranged along an internal street. These carved out blocks form small perimeter buildings which create intimate spaces within and between each other. Each apartment accommodates 9 students with 4 small bathrooms and a common room. All rooms are accessed from the street either at ground level or via communal external covered staircases.

Communal spaces are at street level to encourage an active social interaction. The street widens to form a gathering space from which there is access to 4 seminar rooms, a parent meeting room, the student centre, games room and laundry.

4 rooms for students living disabilities with two bathrooms are provided on the ground floor of one apartment block. Access to all communal facilities is from ground floor and is accessible by ramp where necessary. Attention is given to provision and placement of door handles and light switches. The courtyard type creates public and private common outdoor space, is climatically appropriate and allows all rooms to be cross ventilated. All windows are shaded from the summer sun keeping spaces cool in summer.



Fig. 3: LP01 Student Residence accommodating 236 student beds – communal spaces.

L004: Auditorium

The Main Auditorium building contains teaching spaces, academic offices and meeting rooms and is located adjacent to the existing university hall. The ground floor comprises the most accessed spaces being a 250 seat raked lecture theatre and seminar rooms. A conceptual open circulation system has been implemented, cutting through the building in a northsouth direction. The main lecture theatre will open onto a new landscaped pedestrian “walk” to the west.

The first and second floor comprise of a combination of smaller interactive teaching spaces and offices. The configuration allows for outward facing rooms which are naturally ventilated by simple opening window sections in addition to air conditioning. The design proposes using open bonded honeycomb. An internal courtyard provides for circulation, balanced lighting and cross ventilation.

Enhancements to the NUPMT project have been initiated by UMP. These include installing a roof over the central courtyard, improving the steps and access on the ground floor and creating a more efficient office floor configuration.

L006: Science Laboratory Building

The Science Block comprises a suite of new buildings configured around a “U” formation of existing buildings that served as workshops. In line with the principles of the urban design framework, which encourages social integration and edge consolidation, new building components have been inserted as “plugs” into the southernmost end of the existing formations to bring about cohesion to the building masses resulting in a re-invention of shared spaces and the creation of a central public square.

The academic facilities include a range of various size lecture venues, auditorium, laboratories, research laboratories, student life centre and study spaces. Each lecture facility has an accompanying ancillary space and lecture venue spill out space as well as a range of various size seminar rooms. The Student Life Centre contains retail facilities for the students such as a specialist bookshop, coffee shop and food outlet. Provision is made for versatile and flexible internal and external seating space. A number of meeting and seminar rooms as well as recreational space is provided.

Since the NPMT handover of the Science Block, numerous improvements to the building have been initiated by UMP, including changes to access doors and security control. Waterproofing defects have also been addressed by UMP.



Fig. 4: Building LP06 viewed from the south.

Academic Year 2017

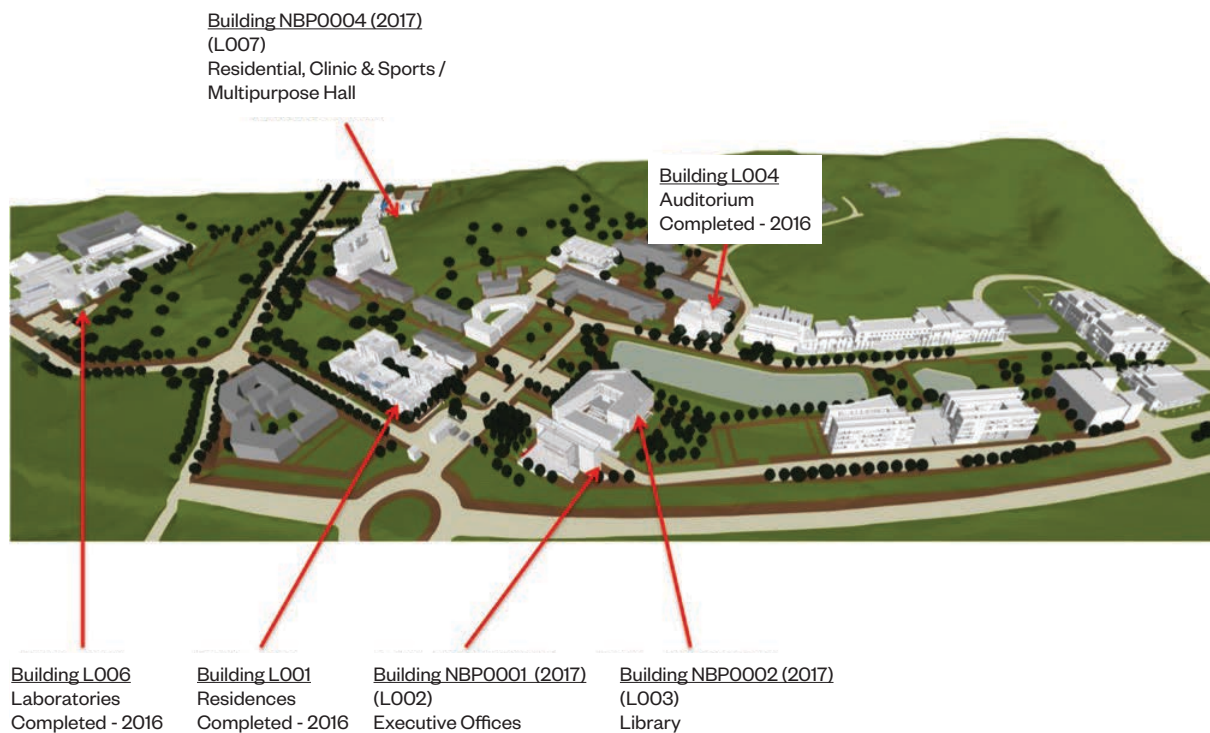


Fig. 5: Aerial view of Projects completed for the 2017 Academic Year.

NBP0001: Executive Offices

The executive office building is accessed through the memorial garden, established at the launch of the university in 2013. An interactive connecting atrium space, shaded and screened, connects two office wings. Large glass facades to the south enable panoramic views over Mbombela.

The Executive Offices are structured around an interactive circulation atrium with the offices of the Vice Chancellor and Deputy Vice Chancellors looking south towards the city and the additional administrative offices, including HR, Registrar, Academic planning and supporting seminar rooms and boardrooms facing north. The council chamber located on the top floor with grand views over Mbombela. Design work was completed up to stage 6 under the direction of the NUPMT.

The UMP oversaw the construction and implementation of the project. UMP introduced a number of improvements to the building. These included increasing the size of the Council Chamber, instigating improvements of the façade and enhancing the security of the executives and the access to the building.



Fig. 6: NBP0001 viewed from the Memorial Garden.

NBP0002: Library and Resource Centre

The Library Building has a variety of functions positioned around a secure courtyard, from where there is access to faculties that include a large double volume library space, an exhibition area at courtyard level, IT teaching facilities including cinema style teaching spaces and general student study areas. Staff offices are situated on the top floor of the library. Seminar rooms are located in the main library study area.

The heavily massed wall responds to both climate and a functional need. Thus, the shaped brickwork screen provides a protective climatic skin externally, shielding the building from the harsh west sun, while internally, the wall is recessed to accommodate bookshelves. At roof level the wall is raised to allow diffused east light into the building. The outer perforated brick screen provides screening from the west sun and allows for the play of light on the surface.

Windows can be opened to provide natural cross ventilation when weather permits. During hot weather, occupants can choose to switch on individual air conditioning units, activating the library displacement ventilation system, which delivers cost efficient cool air directly to the occupant at low level via the library shelving system and, at mezzanine level, via the balustrade. The cost of imported ventilation outlets has been saved and life-cycle costs have been reduced.

Design work was completed up to stage 6 under the direction of the NUPMT, before handing over the project implementation over to the UMP Infrastructure Team. Construction started 14 February 2016 and the building achieved Practical Completion on the 27 March 2017.



Fig. 7: NBP0002 Library selves integrated with Air conditioning solution.

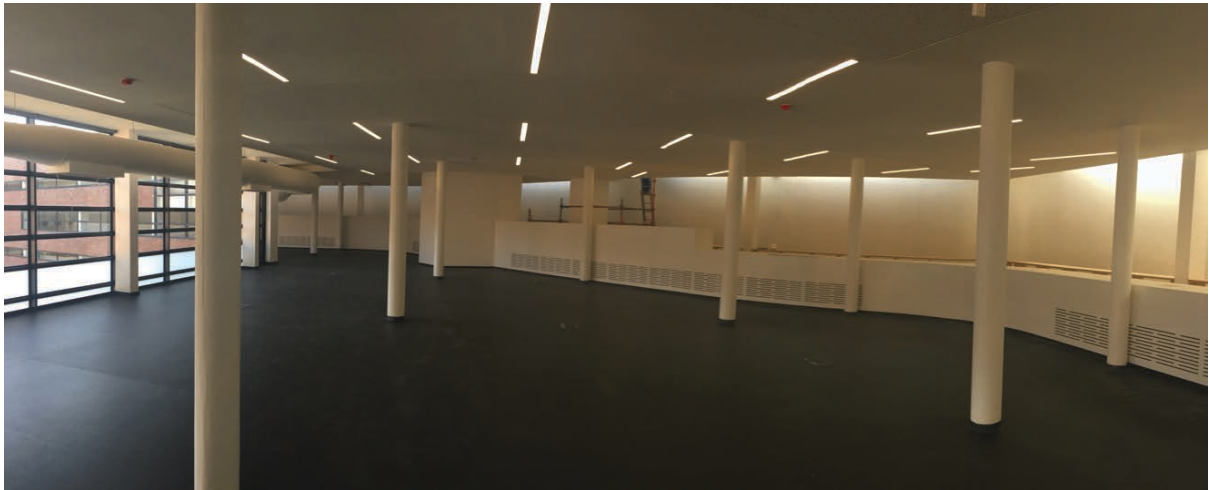


Fig. 8: NBP0002 2nd floor Library.

NBP0007: Residential, Clinic & Sports/Multipurpose Hall

Building L007: was planned to be a mixed used campus building - comprising a new Student Life Centre, Student Union and Clubs, Student Recreational and Sports Facilities, Student Health and Wellness Centre and a 150 bed Student Residence. A 1000 sweater Multi-purpose Hall to accommodate large events, exams and indoor sport and recreation functions is planned below the Wellness portion of the building.

A student promenade and terraced connection zone has been introduced to link the new and existing facilities, extending and reinforcing the pedestrian route that connects the new library facilities, existing student residences and existing sports facilities. The design responds to the levels of the site and the placement of buildings maximizes the views over the city.

Design work was completed up to stage 6 under the direction of the NUPMT, before handing over the project implementation over to the UMP Infrastructure Team. The building project was broken into three distinct useable portions and was constructed over three phases.

Phase one consists of a part of the residence with one hundred and fifty bed capacity, which has been handed over to the university in January 2017. Still under construction are phases two and three. Phase two consists of the wellness centre and Student Union facility, while Phase three consist of the multipurpose hall that can accommodate indoor sporting facilities, exams graduations and university functions. Phases 2 and three will reach Practical Completion in June of 2017.



Fig. 9: NBP0007: Phase 01 Residence for 150 Residence Beds. View from courtyard.



Fig. 10: NBP0007: Phase 01 Residence Portion. Promenade linking building to rest of campus.

Academic Year 2018

During the course of the past year UMP has initiated a number of important additions to their campus to support the growing number of academic programmes and student enrollment numbers.

During 2017 UMP will enter its most extensive building and infrastructure construction phase to date. Five substantial buildings are currently under construction and all due for completion in 2018.

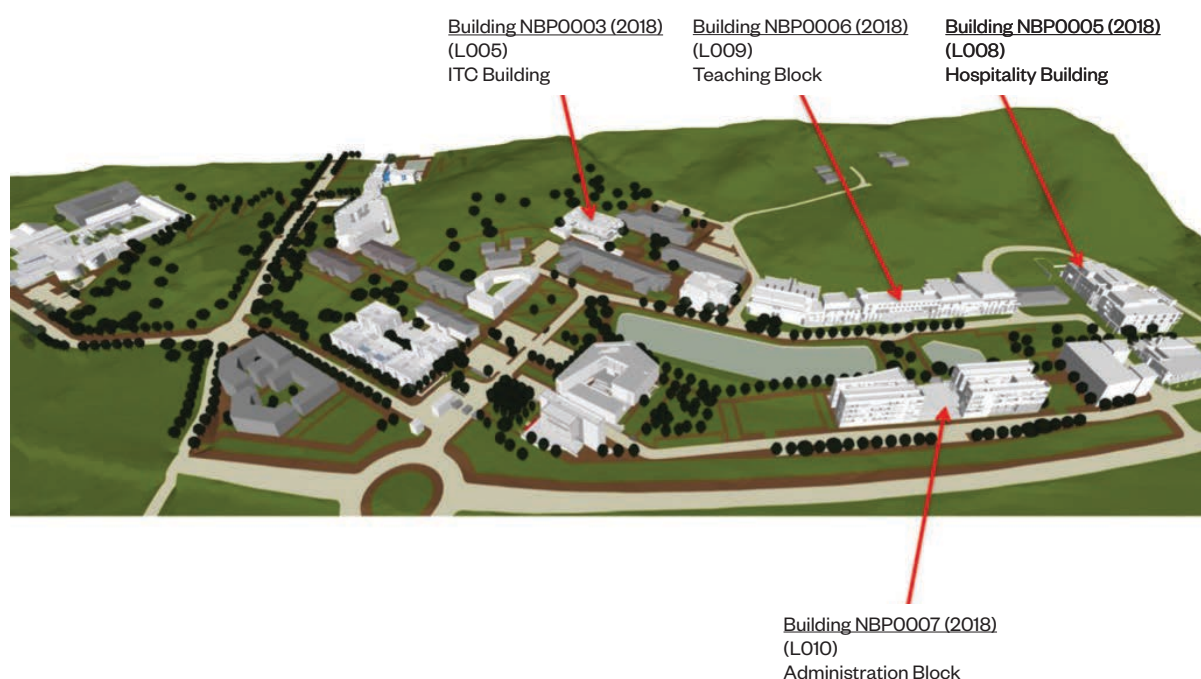


Fig. 11: Aerial view of Projects completed for the 2018 Academic Year.

NBP0003: ICT Building

This building contains the main ICT Teaching space of the university with two hundred and forty (240) teaching laboratory stations over two levels. The upper floor houses a number of administration and staff office space. The building overlooks the existing Amphitheatre, completing the enclosed courtyard. The ICT building serves to re-enforce the strength and significance of the current Amphitheatre, and outdoor areas which are important break away spaces.

The building was initiated under the NUPMT, but has been significantly changed to meet the academic demands of the university. Construction started on 17 December 2016 and is programmed for completion in December 2017.



Fig. 12: Design proposal of the ICT Building overlooking the Amphitheatre.

NBP0005: Hospitality and Tourism Building

The project objective is the development of a world class School of Hospitality and Tourism on the Mbombela Campus. The Building is an urgent addition to the academic programme, and will greatly increase the capacity of the university. The Hospitality and Tourism programme has been operating since 2014 in the MRTT facility 20 kilometers east of the Mbombela Campus. The lease agreement with the MRTT is also coming to an end in December 2017, requiring the completion of this building as a priority.

The building will be able to accommodate more than 600 students in various teaching spaces including demonstration kitchens, lecture venues and a 200 seater auditorium. The building also has a 25 bedroom hotel which will act both as training facility for students as well as offer accommodation to visiting lecturers. The hotel also has a kitchen and restaurant. Offices for lecturers and administrative staff have been accommodated on the upper floors.

The landscape area to the east of the Hospitality and Tourism building will become a vegetable and herb garden not only to support the operations in the building, but also to act as training and academic ground for the students.



Fig. 13: Design proposal for the Hospitality and Tourism Building. View from the west of the main entrance.



Fig. 14: Birds-eye-view of the Hospitality and Tourism Building. View from north.

NBP0006: Multi-purpose Teaching Building

NBP0006 is a large multi-purpose lecture venue and academic office building. It accommodates a variety of teaching and lecturing venues to cater for the diversifying academic needs of the university. The teaching spaces include eleven flat venues for 50-75 students and seven lecture auditoria with seating capacity of between 125 to the largest venue of 450 seats. At the centre of the building it has an office component accommodating 40 academic offices with associated meeting rooms and staff amenities.

The site is located to the east of and adjacent to the existing campus buildings, and overlooks the Eastern portion of the campus and the city of Nelspruit/Mbombela. The building is stretched along the natural ridge line shaping the northern border of the Lower Campus. The various teaching and office spaces are linked by a covered walkway also providing spill out space to each venue. The covered walkway links the existing administration offices and dining hall portion of the campus with the Hospitality and Tourism Building.

Much of the site is underlain by rock complicating the foundations and structural design of the building. The building complex is divided into three distinct zones. Two of the Zones will be completed in time for the start of the 2018 Academic Year, with the third phase to be completed in April 2018.



Fig. 15: Design proposal for the Multi-purpose Teaching Building. View from the east of arcade and lecture venues behind.



Fig. 16: Construction progress on the Multi-purpose Teaching Building. The Site is facing complex foundation challenges.

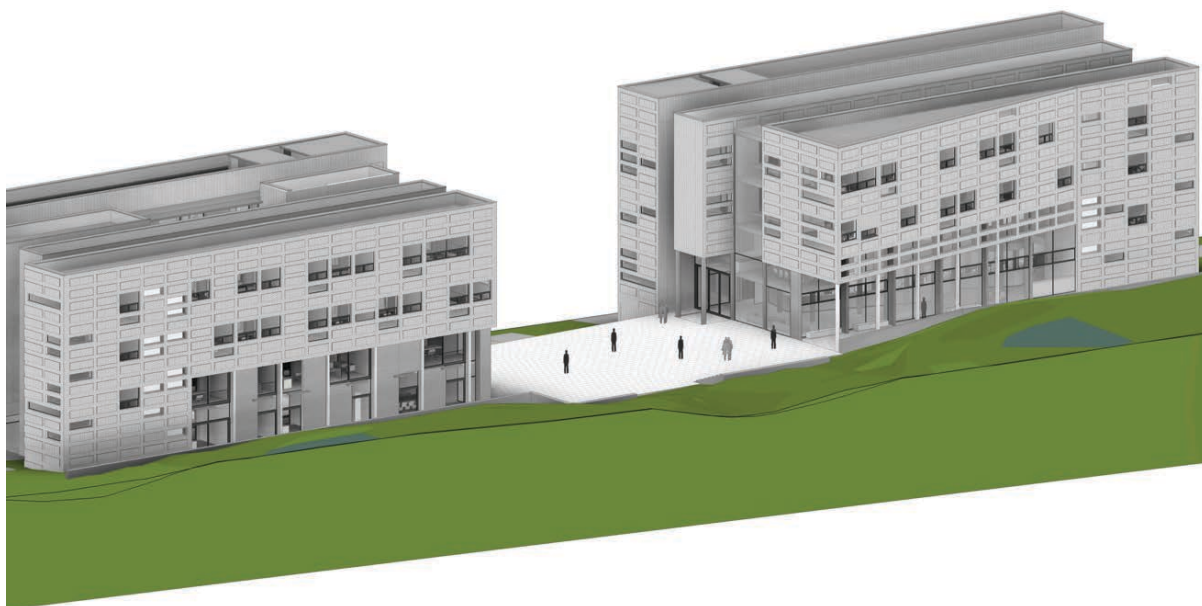


Fig. 17: Design proposal for the Multi-purpose Administration Building. View from the north with the Support Staff Admin. Building on the left, and the Registrar and Dean of Students Building on the right.

NBP0007: Multi-purpose Administration Building

The Campus Administration comprises of two buildings to accommodate the growing number of support staff and student administration functions. The two buildings share a generous square which leads up the hill to the Multi-purpose Teaching Building.

The Building on the eastern edge of the square will house university support staff, marketing and administration offices. The Ground floor has a series of seminar and office space for the administrative staff of the university. The building on the west will house student related administration facilities including the University Registrar and the Dean of Students and their associated support staff. On the ground floor university registration and information counters are planned.

Construction on the building commenced in November 2016 and the West Building will be completed first, with the East Building in March 2018.

Lower Campus Public space improvements and Landscaping

The directive to complete the Lower Campus by mid-2019 requires the upgrade and implementation of the landscape areas and common/shared spaces. A variety of projects under this heading have been defined, and are in the process of being implemented. Five projects are indicated in Fig. 20 and comprise of the following;

- The Amphitheatre next to the ICT building north of the existing Dining Hall.
- The promenade and walkways linking the Multi-purpose Hall to the new Library.

- Roads, parking, landscaping and walkways between the Multi-purpose Hall and the Science Block (Building 6).
- The Lower Campus gardens, damsns walkways and squares. This is the largest portion of the landscaping projects and will be the focus outdoor space of the Lower Campus. (Fig.21).
- Landscaping the edge of the Lower Campus facing onto the D725 public road. The area will also accommodated three parking zones.

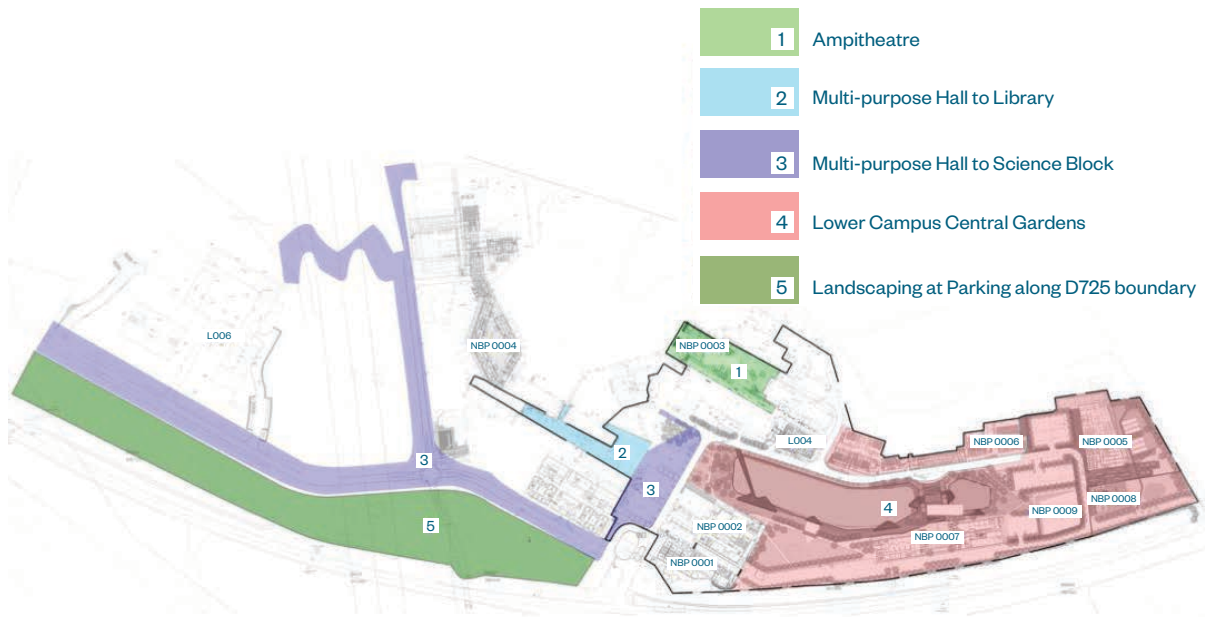


Fig. 18: Landscape, parking and open space projects planned for the Lower Campus.



Fig. 19: Landscape Proposal for the central area indicating the integration of the existing dams and the landscaping around the buildings to be completed for the 2018 Academic Year.

NBP0012: New Student Residence and Dining Facility

The NBP0012 Project objective is to develop a new central student Dining Hall and Student Residence (200 beds) for the Lower Campus. The dining amenities of the campus are limited and with the increasing enrollment numbers, the construction of a comprehensive dining hall with seating for over 700 students has become imperative. The building will consist of an industrial kitchen and support facilities to ensure the proper operation of the dining hall.

The project also provides for 200 student beds in various configurations. Half of the beds will be in a 2 bed per room format, with 40 percent for single bed per room types, and approximately 25 units as self-catering units. The self-catering units would be used for senior students, post graduates, and even by visiting researchers.

The building is located on the South West end of the UMP Lower Campus to the West of the primary vehicular and pedestrian entrance to Lower Campus. The site has an elongated shape with the South Elevation facing onto the D725 and the North Elevation facing towards an internal campus road adjacent to a student residence building. The project is currently in design phase with a planned construction commencement in the fourth quarter of 2017. Targeted completion date is January 2019.

6.3 BULK INFRASTRUCTURE

R40 with D725 Intersection upgrading

The major upgrading of the intersection between the road south of the existing Mbombela campus (D725) and the R40 was designed during this year. The steep slopes of the existing R40 dual carriage way required changes to the geometric design and horizontal alignment of the interchange, resulting in the intersection of the 2 roads having to move about 60m towards White River.

Following in principle approval between UMP, the Mbombela Municipality and Mpumalanga Provincial Public Works the implementation of the intersection and the upgrade of the D725 will be the sole responsibility of the municipality. The DHET and UMP had originally budgeted R84m to complete the intersection and D725, partly because of the hazardous conditions around the intersection. The agreement stipulates that UMP will contribute R36m towards the completion of this project. The re-alignment negatively effects the property holding of the university. The R40 Interchange moves the southern boundary by approximately 100 meters, requiring the university to rebuild the fence over 350meters.

The Mbombela Municipality is currently in a tender phase for the construction of the interchange, and hopes to be on site by June 2017. UMP will only transfer the Bulk Contribution fee of R36m if the contract is awarded and implemented.



Fig. 20: Design for the R40 – R725 Interchange.

Bulk water and sewer infrastructure

The need for bulk infrastructure in this region is stressed. New bulk water and sewer infrastructure were designed in collaboration with the municipality's concessionaire, Sembcorp Silulumanzi. A tender process to appoint a contractor for the construction of these facilities has been completed for the implementation of these bulk services by April 2017.

An additional bulk water supply pipe line installed between the regional bulk water mains along the R40 (at the Provincial Archives) and the university-owned 900 KI reservoir. The adjacent property north of the campus has been acquired in 2016 in part to prevent commercial developments happening on the university doorstep, but also to locate the university water reservoir.

The construction of the reservoir commenced in October 2016 and is 30% complete. The project is delayed due to extensive rock affecting the foundations. (Refer to fig.31).



Fig. 21: Progress on the construction of the Reservoir.

Bulk electrical infrastructure

Excess capacity in the Nels River Substation will be sufficient to supply the demand for electricity on the Mbombela campus until 2019. An 8MVA connection to the campus has been implemented while the existing 750 KVA Eskom supply was decommissioned.

Planning for the future 20MVA substation has commenced and the location identified. The proposed site is next to the existing Nels River substation. This has become possible due to the realignment of the R40 intersection northwards. Environmental assessments have also been concluded for the location of the future 20MVA substation and an ROD for the Environmental Authorization has been granted in November 2016.

The land required is approximately 60x60m, which has been identified and evaluated as part of the Environmental Authorization process. A design team has been requested to proceed with the concept design of the substation. Mbombela Municipality has also confirmed that they will act as the future bulk electrical authority. This is still to be agreed with Eskom.

Bulk sewer infrastructure

The Regional Waste Water scheme has been installed on behalf of the Mbombela Local Municipality. This forms part of the universities bulk services contribution. The construction of the bulk sewer mains to connect the UMP is well advanced with the following progress to date:

- Bulk sewer pipelines - 70% complete
- Sewer pump station on the UMP premises - 30% complete
- Sewer pump station on the Agricultural Research Council (ARC) premises - 10% complete

Extensive rock excavation was experienced on the UMP pump station site which caused some delays in the programme. The project is programmed for completion by the end of July 2017.



Fig. 22: Pump Station Progress.

7. SENATE REPORT TO COUNCIL

7.1 INTRODUCTION

Senate is the highest academic governance structure and was dully constituted in 2015 in terms of the Standard Institutional Statute. A process to align Senate with the University of Mpumalanga (UMP) Statute was initiated in September 2016 following the promulgation of the UMP Statute in August 2016.

7.2 HIGHER EDUCATION SECTOR MATTERS

During each meeting of Senate, members of Senate are briefed by the Vice-Chancellor on important developments within the sector. The briefings focused on matters such as the National Students Financial Aid Scheme (NSFAS), Insourcing, Presidential Commission of Inquiry on Student Fees and Transformation.

7.3 ACADEMIC STAFF STRUCTURE

Senate recommended to Council the approval of the Policy on Academic Staff Structure for UMP that defines the employment categories for academic staff starting from Associate Lecturer to full Professor. The policy presents minimum requirements for appointment as well as the Key Performance Areas (KPA) of academic staff. In addition, in line with the Council approved academic structure, Heads of School and Programme Leaders were appointed to provide academic leadership and support the Dean.

The Policy and Procedure on Employment of Students as Tutors was also recommended to Council. The policy and procedure provide a regulatory framework for the recruitment and remuneration of tutors and demonstrators.

7.4 SENATE MEMBERSHIP AND ATTENDANCE

TABLE 13: MEMBERSHIP OF SENATE AND ATTENDANCE

Nr	Name	Designation	Attendance
1	Prof T Mayekiso	Chairperson & Vice-Chancellor	100%
2	Prof R Bernard	DVC: Academic	100%
3	Prof R Howard	DVC: Planning & Institutional Support	50%
4	Dr P Maminza	Dean: Student Affairs	100%
5	Mr S Legodi	Registrar	100%
6	Ms N Shongwe	Deputy Registrar	100%
7	Prof P Lukhele-Olorunju	Director: Research Management	100%
8	Ms Y Osman	Academic Staff Representative	50%
9	Dr J Ndoro	Academic Staff Representative	100%
10	Mr H Khwidzhili	Academic Staff Representative	75%
11	Prof M Mbewe	Dean: Faculty of Agriculture and Natural Sciences	100%
12	Prof E Boshoff	Associate Professor and Acting HoD: Development Studies	75%
13	Dr A du Plessis	Senior Lecturer	100%
14	Dr I Agholor	Lecturer & Program Leader: B Agric	100%
15	Mr O Mhlanga	Senior Lecturer & Programme Leader: Diploma in Hospitality Management	50%
16	Prof T Ngqondi	Associate Professor and Acting HoS: Mathematic and Computation Sciences	75%
17	Ms V Mgiba	SRC member	75%
18	Ms A Siboze	SRC member	75%
19	Mr MM Maimane	Council Appointee	100%
20	Ms MC Ledwaba	Council Appointee	100%
21	Mr G Viljoen	Deputy Director: Continuing Education	25%
22	Prof D Parker	Associate Professor and Acting HoS: Biology and Environmental Science	50%
23	Dr M Madzivhandila	Campus Director: Siyabuswa	50%

24	Dr T Madzivhandila	Programme Leader: Development Studies	50%
25	Ms IM Mahlangu**	Chairperson of the IF	100%
26	Mr L Ganyani	Lecturer and Programme Leader: BSc Agric	25%
27	Prof J Bruce *	External member	25%
28	Prof A Clark *	External member	25%
29	Prof M Potgieter *	External member	0%
30	Dr F Terblanche*	External member	100%
31	Dr T Ngomane *	External member	100%
32	Dr GEG Mulder *	External member	100%
33	Dr D Abrahams *	External member	0%
34	Prof C Look *	External member	0%
35	Prof H Oberholzer *	External member	100%
36	Prof L Machethe *	External member	100%
37	Prof H Venkatakrishnan *	External member	100%

* External member term of office ended 30 June 2016. Attended meeting in March and June only.

** Joined in November 2016.

The single asterisk in the table above indicates external members of Senate who served from August 2014 to June 2016. They were invited to serve because at that time UMP did not have the necessary capacity to provide the requisite academic leadership. Now UMP has that capacity through the processes it has embarked upon resulting in the appointment of senior staff with the requisite qualifications, experience and academic standing to provide academic leadership.

The induction of the Senate (without the external members) took place in August 2016 and was conducted by Dr Kirti Menon, who has considerable experience in higher education. She served for a number of years as a Registrar at University of the Witwatersrand (Wits) and is currently the institutional planner at the University of Johannesburg (UJ) and brought a wealth of experience and insights to the induction of Senate.

Four ordinary meetings of Senate were held in 2016 as follows:

- 15 March 2016
- 02 June 2016
- 01 September 2016
- 03 November 2016

The overall attendance rate was 89%

In addition to the meetings of Senate, Senate discharges its responsibilities through the work of the Executive Committee of Senate (ECS) and the Committees of Senate.

7.5 ACADEMIC PLANNING AND DEVELOPMENT OF THE PROGRAMME QUALIFICATION MIX (PQM)

In 2016 the University launched four new qualifications, namely, the Advanced Diploma in Agriculture in Agricultural Extension, Diploma in Nature Conservation, Bachelor of Development Studies and Bachelor of Science in Agriculture. The successful launch of each of these new qualifications required that new buildings be completed on time, that suitably qualified academic and support staff be in place so that we were able to enroll the required students. In spite of the short lead in time, all these requirements were met and the qualifications ran successfully throughout 2016.

In particular, we were able to move into the new Agriculture and Science complex with its modern laboratories, lecture venues, library, computer center and offices, and the building, which currently serves as the home for the Bachelor of Development Studies, with offices and lecture venues.

We were also successful with the necessary staff recruitment process and met our internal target that more than 50% of newly appointed staff and all Senior Lecturers and above have a Doctoral qualification.

During 2016 the University received PQM clearance from the Department of Higher Education and Training (DHET) for 10 new qualifications:

- Master of Education (Early Childhood Education);
- Bachelor of Agriculture (Honours);
- Bachelor of Education in Early Childhood Education (Honours);
- Advanced Diploma in Hospitality Management;
- Advanced Diploma in Agriculture in Agricultural Production Management;
- Advanced Diploma in Agriculture in Post-Harvest Technology;
- Bachelor of Commerce;
- Bachelor of Arts;
- Bachelor of Science in Environmental Science; and
- Diploma in Animal Production;

However, the Council for Higher Education (CHE) was unable to complete the accreditation process for any of these by the end of 2016 and as a result the University will not launch any new programmes in 2017.

It is significant to note that in 2016 the University launched its first postgraduate qualification, namely, the Advanced Diploma in Agriculture in Agricultural Extension which is offered both full-time and part-time by block release.

7.6 TEACHING AND LEARNING POLICY FRAMEWORK

The Teaching and Learning Policy Framework presents UMP's approach to and understanding of teaching and learning. The policies that operate within the teaching and learning framework are:

- Teaching and Learning Policy;
- Assessment and Moderation of Student Learning Policy;
- Evaluation of Teaching and Evaluation of Modules Policy;
- Policy on Work Integrated Learning;
- Recognition of Prior Learning and Credit Accumulation and Transfer Policy; and
- Excellence in Teaching Awards: Policy and Procedure.

7.7 STUDENT ENROLMENT

With the normal progression of students into second and third year of existing qualifications, the enrolment of new students and the launch of the four new programmes, student numbers in 2016 (1273) were 55% greater than in 2015 (820) (Table 14).

**TABLE 14: STUDENT ENROLMENT STATISTICS FOR 2015 AND 2016
(DATA FROM VALPAC/HEMIS)**

Programmes	2015 Totals	2016			Percentage increase
		New	Returning	Total	
Diploma in Agriculture & Plant Production	472	234	257	491	4%
Diploma in Hospitality Management	40	24	32	56	40%
Diploma in ICT	25	37	24	61	144%
Bachelor of Agriculture	77	36	81	117	52%
Bachelor of Education in Foundation Phase	206	102	204	306	49%
*Advanced Diploma in Agriculture	-	59	-	59	
*Bachelor of Science in Agriculture	-	56	-	56	
*Bachelor of Development Studies	-	79	-	79	
*Diploma in Nature Conservation	-	48	-	48	-
Total	820	675	598	1273	55%

*New qualifications which were introduced in 2016.

7.8 STUDENT ACADEMIC PERFORMANCE

The academic performance of our students in 2016 is summarised in Table 15.

**TABLE 15: SUMMARY OF STUDENT SUCCESS IN JUNE
AND NOVEMBER EXAMS FOR 2016**

Programme	Year	Pass Rate
Diploma in Agriculture	1	70.%
	2	67.%
	3	96%
Diploma in Hospitality Management	1	94%
	2	93%
	3	95%
Diploma in IOT	1	86%
	2	79%
Diploma in Nature Conservation	1	82%
Advanced Diploma in Agriculture		75%
Bachelor of Agriculture	1	66%
	2	75%
	3	90%
Bachelor of Science (Agriculture)	1	79%
Bachelor of Education	1	97%
	2	98%
	3	96%
	4	99%
Bachelor of Development studies		83%
Average pass rate		86%

*Student success is given as FTE degree credits/FTE students * 100.*

7.9 RECOGNITION OF STUDENT ACHIEVEMENT

Senate recommended to Council for approval, the Policy for the Recognition of Student Academic Structure Achievement, which provides a means to reward students who have achieved at the highest levels. The first awards ceremony will take place on 19 May 2017.

A Policy for the Recognition of Excellent Student Achievement in Co-Curricular Activities was recommended by Senate to Council for approval. The policy provides recognition of excellence in areas such as sport, student governance and development, arts and culture, engagement and student housing. The first Achievers Dinner was held on 12 November 2016 for the recognition of excellence achievement in co-curricular activities.

7.10 COHORT ANALYSIS

In 2016 our first cohorts of students who joined the UMP in 2014 in the Bachelor of Agriculture and Diploma in Hospitality Management completed their programmes and a cohort analysis is presented in Table 16.

The percentage of students completing in the minimum time is substantially better than the national norm (Vital Statistics, 2013, CHE) and we expect that the number completing in the minimum time + 2 will be between 80% and 90% which is well above the national norm.

TABLE 16: A COHORT ANALYSIS FOR STUDENTS ENROLLED FOR THE BACHELOR OF AGRICULTURE AND DIPLOMA IN HOSPITALITY MANAGEMENT IN 2014

Metric / Measure	Diploma in Hospitality Management Programme	Bachelor of Agriculture Programme
Intake 2014	21	40
Completed 2016	14	25
% Completed	66.7%	62.5%
Drop out	3 (1 deceased, 1 exclusion, 1 dropout)	3
% Drop out	14.3%	7.5%
Still to complete in 2017/2018	4	12
% Still to complete	19%	30%

7.11 GRADUATION

In May 2016 the University held its first graduation ceremony at which 177 students were awarded the Diploma in Agriculture in Plant Production. These students started the Diploma with the former Lowveld College of Agriculture (LCA) and completed their final year with the UMP. Senate approved the design of the graduation certificate.



UMP 2016 Graduation

7.12 ACADEMIC SUPPORT

Throughout 2016, the Academic Support Division offered a range of programmes designed to assist staff with issues around teaching and learning at the Mbombela and Siyabuswa campuses. These included discussions on teaching and learning in higher education, alternative pedagogies, assessment, curriculum development, the use of Information and Communications Technologies (ICTs) in teaching and learning, and work integrated learning. Nine staff members are undertaking the Postgraduate Diploma in Higher Education (PGDHE) at Rhodes University, and three members of our academic staff are participating in the International Vocational Teacher Education Programme offered jointly by Haaga-Helia School of Vocational Teacher Education in Finland and the Tshwane University of Technology (TUT).

Staff members have established communities of practice at both campuses and these represent open forums at which teaching and learning, and research issues are discussed. The University has approved a policy that will enable us to recognise and reward our outstanding teachers and this will be implemented from 2017. The University continues to promote the scholarship of teaching and learning and staff published two papers in accredited journals and made two presentations at an international conference.

The University continues to develop and refine its Orientation Week and to develop a First Year Experience with the aim of smoothing the passage from school to university, and increasing student success.

7.13 RESEARCH AND KNOWLEDGE GENERATION

Research capacity development and productivity continued to be a priority at UMP in 2016. Staff members received support (financial and mentoring) for postgraduate studies, conference and or workshop attendance and publications. Policies to promote a research culture and to increase productivity were developed.

In 2016 Council approved four new policies, namely, the Research Support Policy, Research Excellence Awards, Ethics Policy and the Policy on Establishment, Operation and Review of Research Entities.

The UMP Internal Funding Framework and UMP Capacity Building for Masters', Doctoral, Publications and Supervisor Programmes were approved by MANCO in December 2016.

Two staff members completed their Doctoral degrees, namely, Dr Muthuhadini Madzivhandila graduated from the University of Venda on the 23rd September 2016 and Mr Oswald Mhlanga whose graduation in 2016 was postponed to May 2017 due to the #FeesMustFall impasse.

Nine of our staff members are registered for Doctoral studies and eight are submitting their PhD proposals for registration in 2017. Three staff members, Ms Nontobeko Shabangu, Ms Siveshnee Vardan and Mr Sidney Netshakhuma completed their Master's degrees in 2016. Nine staff members were registered for Master's degrees.

Research niche areas that were identified for UMP are agriculture, forestry, wildlife management and nature conservation, mining, heritage and culture, hospitality and tourism. Research on some of the identified focus areas started in 2016, they will be work shopped within and outside the University in 2017. Discussions on some of these niche areas have been on-going with interested parties within the Mpumalanga Province.

7.14 RESEARCH TRAINING AND DEVELOPMENT

Financial support for postgraduate studies was sourced from the National Research Foundation (NRF), the Education, Training and Development Practices –Sector Education and Training Authority (ETDP-SETA) and some international organizations linked to the NRF, the Department of Science and Technology (DST) and the DHET.

Three registered Masters and two Doctoral staff members will benefit from sponsorship worth R600 000 from the ETDP SETA. 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 also given the opportunity to engage with their postgraduate supervisors. A number of staff members submitted research proposals in preparation for registration for Masters and Doctoral studies in 2016. Mentorship was made available to staff members at the Mbombela campus and positive reports of the mentorships were received. Seventeen members attended national and international conferences, workshops, seminars and courses sponsored by the UMP.

The UMP staff members were also exposed to the Provincial Departments' research dialogue series and workshops. Professor Daniel Parker has received his first NRF Rating (C3) and the University now has two rated researchers. The other rated researcher being the Vice-Chancellor, Prof Thoko Mayekiso.

The Division of Research Management hosted four workshops as follows:

- A Writing for Scholarly Publishing workshop in March 2016;
- A Proposal Writing Workshop by Professor Kedibone Phago from the University of Limpopo in June 2016;
- In August 2016 a briefing workshop to academic staff by the Dramatic, Artistic, and Literary Rights Organisation (DALRO) on copyright issues was held; and
- A Research Methodology Workshop was conducted on 15-16 November 2016 by Professor Garth le Pere from the University of Pretoria.

In September 2016 we hosted a seminar in conjunction with the Thabo Mbeki Foundation (TMF) and Pan MacMillan on the book *The Thabo Mbeki I know*. The Chief Executive Officer of the TMF, Mr Max Boqwana, one of the editors Dr Sifiso Ndlovu, and one of the contributors Mr Wally Serote were in attendance.

Two seminars were presented in June and September 2016 by two visiting Professors Ramash Bharuthram and Mathilda Van Niekerk from University of Western Cape and from the University of Central Florida (UCF), USA, respectively. The NRF Grant Management and Systems Administration team visited UMP on the 13th June 2016 and gave a Seminar on the Thuthuka Grant.

7.15 RESEARCH PARTNERSHIPS

The University has continued to develop and formalize relationships with strategic partners, in support of our strategic plan. These have included Provincial and National Departments DST; the DHET; Governmental and non-Governmental Organizations NRF; the Small Enterprise Development Agency (SEDA), the Council for Scientific and Industrial Research (CSIR); the African Presidential Leadership Centre; and engagements with universities including the University of the Western Cape (UWC), the, Wutivi University, Mozambique and Muni University, Arua, Uganda and Kirkwood Community College and Iowa State University, USA, and Novi Sad University, Serbia.



Signing of the MoU between UMP and MUNI University - Uganda

The University has concluded MoUs with Muni University, University of Central Florida and Novi Sad University and are engaging on their areas of mutual interest as stated in the MoUs. The UMP and Kirkwood Community College are in the process of signing a MoU and Iowa State University hopes to visit UMP under the KIC Programme of the NRF.

From the 3-16 September 2016, Professor Mathilda Van Niekerk from the University of Central Florida (UCF), USA, visited UMP under the NRF Knowledge, Interchange and Collaboration (KIC) Programme. Professor Van Niekerk gave a Public Lecture on New Trends in Hospitality and Tourism Education which was well attended by a wide range of stakeholders. Other research Partnerships developed in 2016 are with SEDA and Archbishop Thabo Makgoba Development Trust (ATMDT).

7.16 RESOURCE MOBILIZATION FOR RESEARCH

The UMP has been allocated a Staff Mobility Grant of R150 000.00 by the NRF. We also received grants from the NRF to the value of R174 116.00 for research purposes. The UMP is part of an Erasmus+ consortium on Learning and Teaching Tool Fueling University Relations with the Economy (LaTFURE). The proposal for funding by the European Union (EU) was submitted in February 2016 and was approved in September 2016 and the programme will be started in February 2017. The UMP has an allocation of €52 372 for the project.

7.17 RESEARCH OUTPUTS

The University has published 34 journal articles in DHET accredited journals, six conference papers in accredited conference proceedings and one book chapter in 2016. The total number of units is 31.95 which is an increase of 87% when compared with the 16.77 units in 2015. The gender and race distribution in authorship is 34 male and 11 female, and 41 African and 4 White staff members.

7.18 PUBLIC LECTURES

Prof Simphiwe Sesanti from the Institute of African Renaissance Studies at Unisa presented a public lecture, on Africa Day, 27 May 2016 on “African Culture Unity as the Basis for African Political and Economic Unity: Reflection on Africa Day”. Dr Mdhluli, a psychologist, gave a public lecture on the 26 August 2016 on “How to overcome problems like a winner”.

The 2016 Archbishop Thabo Mokgoba Development Trust inaugural lecture on ethical and moral leadership was held on 18 October 2016. The keynote address was delivered by Prof Sipho Seepe. As part of the lecture, 3rd year and final year students had an academic essay competition on ethical and moral leadership in South Africa. Mr Mzwakhe Nkosi, from the Mbombela Campus was the winner of the essay competition.



Dr P Maminza, Archbishop Thabo Mokgoba, Prof T Mayekiso, Mr M Nkosi (winner), Prof S Seepe and Prof P Lukhele-olorunju

7.19 CONCLUSION

Senate continued in 2016 to provide the requisite academic leadership in line with the Vision and Mission of the institution. As the Chairperson of Senate I am satisfied with the rigour with which Senate has discharged its remit in 2016.

Prof T V Mayekiso
Vice-Chancellor

8. REPORT OF THE INSTITUTIONAL FORUM TO COUNCIL



Chairperson of the IF, Mrs IM Mahlangu

8.1 INTRODUCTION

In accordance with chapter 6, Section 39 (1) of the Institutional Statute 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:

- The implementation of the act and the national policy on higher education;
- Race and gender equity policies;
- The selection of candidates for senior management positions;
- Codes of conduct, mediation and dispute resolution procedures;
- Fostering an institutional culture which promotes tolerance and respect for fundamental human rights and creates an appropriate environment for teaching, research and learning and education; and
- The language policy of the institution.

The Institutional Forum performs such other functions as determined by the Council of the University of Mpumalanga (UMP). In 2016, the Institutional Forum of the UMP 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 by and given to the Council.

8.2 COMPOSITION

TABLE 17: MEMBERSHIP AND ATTENDANCE OF IF

Name	Constituency	% of Attendance
Ms IM Mahlangu (Chairperson)	Council	100%
Mr N Dyira, (Deputy Chairperson)	NEHAWU	100%
Prof JP Shongwe	Management	75%
*Ms Y Osman	Senate	75%
*Mr F Mlombo	Council	75%
Mr P Mtsweni	Support Staff – Mbombela Campus	100%
Mr R H Khwidzhili	Senate	75%
Mr W Schroeder	Academic Staff	100%
Dr P Maminza	Management	75%
Dr I Agholor	NTEU	100%
Mr K Viljoen	NTEU	50%
Mr S Mbuyane	NEHAWU	75%
Ms E Maibela	Support Staff- Siyabuswa Campus	75%
Mr M Khambule	SRC	50%

** Member resigned from the UMP Council in August 2016*

8.3 MEETINGS

During the reporting period, the Institutional Forum held three ordinary meetings on 2 March, 26 May and 24 November and a Special meeting on 29 June 2016.

8.4 INSTITUTIONAL FORUM ADVICE TO COUNCIL

The IF provided the following key pieces of advice to the Council of the UMP during the reporting period.

- Management established a Bargaining Forum to deal with labour matters at the UMP. However, the IF noted the absence of an insurance policy for permanent or temporary disability for UMP employees. Management indicated that life and disability cover was provided by Momentum and the IF advised that a policy be considered by Council in this regard.
- The IF received requests from the recognized unions to make representation on an unresolved labour dispute which led to a protected protest that took place in the university from the 21st to the 25th of November 2016. As part of its duty to advise on mediation and dispute resolution, the IF advised that the unions be allowed an opportunity to make direct representations to Council. The unions met with the Chairperson of the Council and the Acting Chairperson of the Human Resources Committee and made representations on the merits of the dispute that remain unresolved.
- The IF advised Council not to consider labour related matters that affect organized labour but that has not gone through consultation as this would create ground for conflict, tension and instability. The Council returned labour related policies for revision and consultation with organized labour.
- The IF advised Council to consider that management expediently finalize an employment equity plan to ensure that current and future recruitment of personnel is directed to meet planned equity targets. Management had a draft Employment Equity Plan (EEP). However, the plan was supposed to have been finalized and implemented in 2017. The absence of an EEP resulted in recruitment that does not serve the development and transformation needs of the institution and the country. The Council has directed management to finalize the institutional EEP.
- The IF advised Council that the university must establish student quotas that reflects the student population from the various districts in the province, nationally and internationally. The IF advised Council to prioritize students from the Mpumalanga Province.

8.5 MATTERS OF CLARITY

The IF requested that as the Memorandum of Agreement (MoA) between the National Institute for Higher Education (NIHE), the Department of Higher Education and Training (DHET) and Mpumalanga Department of Education (MDE) was coming to an end in 2016, uncertainty surrounding the future employment of former NIHE and MDE personnel on contract at the Siyabuswa Campus be clarified with the staff members concerned. Management established a task team that facilitated a process that led to consultations and an amicable and smooth hand over of the functions and responsibilities of the parties to the MoA.

The IF notes the recent amendment to the Higher Education Act and the concept paper on the IF issued by the DHET Task Group on Transformation. The IF also note the establishment of the National Education Crisis Forum (NECF) and the South African Universities Staff Network for Transformation (SAUSNet). The IF acknowledges the transformation goals pursued by these structures and will participate in the pursuit of such goals and provide advice to Council where necessary.



Mrs IM Mahlangu

Chairperson of the Institutional Forum

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



Vice-Chancellor, Prof Thoko Mayekiso

9.1 INTRODUCTION

The management and administrative systems and processes at the University received attention in 2016 which included the development of new systems and processes, the upgrading and consolidation of existing systems and processes monitoring and consolidation of existing systems and processes and monitoring and evaluation of their efficiency, effectiveness and efficacy. The systems and processes were informed by the need to align our understanding of a comprehensive institution with our planned size and shape parameters and the overall Programme Qualification Mix (PQM) of UMP for 2017-2019 which was approved by Council in April 2016.

9.2 PRINCIPAL MANAGERIAL/ADMINISTRATIVE ACHIEVEMENTS

The implementation of the Vision 2022 Strategic Plan continued during the reporting period and the draft Siyabuswa Strategic Plan was approved by MANCO. 2016 was the first year for the implementation of the Multi-Campus Management Model.

The management and administrative processes between the two campuses were managed according to the Multi-Campus Management Model. Quarterly meetings were held with Senior Officials from the Department of Higher Education and Training (DHET) to facilitate an oversight and collaboration between DHET and UMP. These meetings provided an excellent opportunity for UMP to appraise DHET of the exciting developments at UMP as well as explore possibilities of addressing challenges as they arose.

9.3 MANAGEMENT COMMITTEE

The Management Committee (MANCO) was fully functional and met twice a month as per the 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. 2016 was the second year of appointment of the majority of MANCO members. As a result, performance across all MANCO portfolios was improved in 2016 due to experience acquired during 2014 and 2015.



Members of the Executive Management Committee

The Extended Management Committee (EMANCO) comprising all MANCO members plus Senior Directors, Dean and Directors makes recommendations to MANCO on institutional matters related to the University's strategic plan, policy matters, transformation initiatives, service excellence and such other matters as determined by the Chairperson of MANCO. This structure met twice during this reporting period and participated in the development of the Siyabuswa Strategic Plan and the updating of Institutional Risk Register.

In discharging its functions, MANCO established six committees to advise on the matters determined in terms of reference of such committees.

9.4 MANCO SUB-COMMITTEES ESTABLISHED IN 2016

The following MANCO Sub-Committees were established in 2016.

- Co-curricular Awards Committee
- Siyabuswa Campus Management Committee
- Integrated Planning Committee
- Security Management Committee
- Naming Committee
- Records and Archives Committee

9.5 ACHIEVEMENT OF ADMINISTRATIVE STRUCTURES AND RESOURCES (SYSTEMS)

The important events held in 2016 that impacted on the management and administrative functions of the University included the following:

a) Welcoming Ceremonies

The Welcoming Ceremonies of the first year students and their parents were held on 6 February and 13 February 2016 at the 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.

b) Installation of the Chancellor

The installation of the first Chancellor, Honourable Deputy President, Mr Cyril Ramaphosa as the titular head of the University was held on 2 April 2016.



Installation of Mr Cyril Ramaphosa as Chancellor

c) Staff Induction

UMP recognises the importance of staff induction and staff induction workshops were held in March and August 2016. This initiative was complemented by an orientation programme of academic staff facilitated by the Deputy Vice-Chancellor: Academic. The staff induction and orientation are used to familiarize staff with organisational processes and activities, and to respond to questions that are associated with the onboarding process.

9.6 ADEQUACY OF STAFFING LEVELS

UMP continued with its drive to fill critical academic and support staff positions. In January 2016 we were joined by our first academic Dean, Prof Moses Mbewe, an experienced academic, manager and leader in higher education. Another critical appointment was the appointment of the Campus Director for Siyabuswa, Dr Muthu Madzivhandila who has extensive experience in higher education and the public sector. These two appointments contributed significantly to the sound management of the institution during 2016. The percentage of academic staff with doctoral degrees increased from 9% in 2015 to 24% in 2016. This upward trend will continue as we appoint new staff with doctoral qualifications and our existing staff complete their doctoral studies. We have been successful in recruiting employees with a diverse range of experiences to ensure that we create a conducive learning and working environment at UMP. We have created an enabling policy environment for staff to improve their knowledge and skills including formal qualifications.

9.7 THE QUALITY OF INFORMATION AVAILABLE TO MANAGEMENT

The quality of information available to management and the administrative processes continued to improve in 2016 and was 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. Members of MANCO received training on the HEDA system.

Our core ICT infrastructure at the Mbombela Campus is world-class and is expanding rapidly and is stable. The process to upgrade the Siyabuswa network infrastructure is underway.

9.8 STUDENT SERVICES AND EXTRA-CURRICULAR ACTIVITIES

The provision of sporting opportunities for our students is in line with the University's strategic plan which promotes 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 at both Campuses. These included the following:

- Soccer (all campuses); Ladies soccer (Siyabuswa);
- Volleyball (all campuses);
- Netball (all campuses);
- Basketball (Mbombela);
- Athletics (all campuses);
- Marathon Club (Mbombela);
- Chess (all campuses);
- Morabaraba (all campuses);
- Diketo (all campuses)
- Aerobics (Mbombela).



Netball Team (Mbombela Campus)



Netball Team (Siyabuswa Campus)

- Sporting and recreational events were successfully held during the year, namely, Campus sports days; UMP Sports and Culture day; Miss & Mr UMP).
- For the first time in 2016, the University Netball and Volleyball teams participated in the University Sport South Africa (USSA) tournaments. Our netball team achieved position 8 out of 13 in their category, which was a remarkable achievement.
- Another milestone for UMP was the affiliation to the Varsity Sports for the first time in 2016.
- The appointment of two Sports and Recreation Officers assisted a great deal in the promotion and enhancement of sporting activities and student participation during the year. One of the Sports Officers, Mr Hendry Matonsi, has the national colours in Rugby, an Under 18 Springboks (Baby Boks) player, an under 18 Pumas Player. He, currently, holds the level 3 Rugby Coaching Certificate, the highest World Rugby Union Coaching Certificate.
- The University was able to build 1 sand volleyball court, 1 long jump pitch, 1 tennis/ netball court and 1 basketball court at the Mbombela Campus during the 2016 academic year.
- It is also pleasing to report that the University was able to secure funding to the tune of R27m from the National Lottery Commission (NLC) towards the renovation of sporting facilities in the Mbombela Campus.
- The University succeeded in establishing societies (Choral Music Society (Choirs); Debating Societies; Drama Societies; Zion Music Choir) for the benefit of students.

- The University established Living & Learning Communities (LLC) which were functional during the reporting year (Day of the Child; Academia; Peer Helpers; Teachers of Transformation; Community Engagement; the ENACTUS: UMP).
- The ENACTUS: UMP team attended the ENACTUS, South Africa National Competitions which took place at the Sandton International Convention Centre in July 2016. UMP has an experienced ENACTUS Coordinator, Dr Ferdinand Niyimbanira, who was involved with ENACTUS in UKZN and VUT.

The Dean of Students was also invited by the CEO of ENACTUS: South Africa to attend the ENACTUS World Cup Competitions held in Toronto, Canada in September 2016.



Members of ENACTUS

- Students participated in the Mandela Day Community Engagement project which took place at the Moses Sihlangu Home Care in KaBokweni.
- UMP was able to organise and support the establishment of student development initiatives, and hosted over a total of 10 student personal development programmes/workshops and events during the year.
- The University held its inaugural Co-curricular Awards Dinner in November 2016, in line with the University's Policy for the Recognition of Excellent Student Achievement in Co-Curricular Activities. The University students who excelled co-curricular activities in the areas of Sport, Student Governance & Development Arts & Culture, Engagement and Student Housing. The guest speaker was Mr Sibusiso Vilane, the first African to summit Mount Everest in 2003.



Co-curricular Awards

9.9 RELATIONSHIP WITH THE UNIVERSITY COMMUNITY (ACADEMIC AND SUPPORT)

Management continued to enjoy good relations with both academic and support staff. There are many opportunities for management to interact formally and informally with the University Community. Opportunities are also provided for staff to participate in activities that are intended to promote social cohesion and the creation of the UMP identity as an African University, such as:

- 1) Africa Day was celebrated on 27 May 2016.
- 2) Mandela Day on 18 July 2016



UMP Celebrating Mandela Day at Moses Sihlangu Home Care

- 3) Wellness Day was celebrated at the Mbombela Campus on 1 July and Siyabuswa Campus on 16 September 2016. The Theme for the 2016 Wellness Day was “know your numbers” focusing on high blood pressure, diabetes and other chronic conditions. To promote this theme staff was encouraged on the Wellness Day to go and check their health status pertaining to chronic diseases.



Wellness Day

- 4) Another exciting event during 2016 was the Women’s Breakfast that was hosted by the Vice-Chancellor on 25 August 2016 at Bundu Lodge as part of the Women’s Month Celebrations. The breakfast was attended by women from Mbombela and Siyabuswa Campuses. On the 22 September Women in Mbombela Campus also attended a one day workshop of 7 Choices of Successful Women facilitated by Dr M de Jager, SERENIt Business Solutions.



Workshop on 7 Choices of Successful Women

- 5) A session on “Conversations with men” was held on 4 November 2016 and provided the UMP men with an opportunity to be equipped with the necessary skills to cope with social, personal and occupational pressures.

9.10 SELF-ASSESSMENT STATEMENT OF THE ACHIEVEMENTS OF THE VICE-CHANCELLOR

Some of the achievements during the reporting period include the following:

- Implementation of the UMP Vision 2022.
- Implementation of the Strategic Plan and Multi-Campus Management Model.
- Creation of the organogram for the Siyabuswa Campus.
- Development of the Siyabuswa Campus Strategic Plan.
- Establishment of new MANCO Committees.
- Ensured the functionality of MANCO.
- Recommendation of 35 policies to Council for approval.

9.11 CONCLUSION

The Executive Management Team of the University has continued to provide the required levels of management and leadership to advance the Vision and Mission of the institution. Collectively MANCO as a team has provided management and leadership that are informed by the context of the institution as well as its developmental trajectory. The hard-work, commitment and dedication are appreciated.



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 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, as well as established policies and procedures, including a Code of Ethics that is communicated throughout the organisation to foster a strong ethical climate and the careful selection, training and development of its people.

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 ease of access for all users. The development, maintenance and operation of all systems are under the control of competently trained staff.

In utilising electronic technology to conduct transactions with staff and with third parties, control aspects receive close scrutiny and procedures are designed and implemented to minimise the risk of 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 they monitor the operations of internal control systems and report findings and recommendations to Management and the Audit, Risk and IT Governance Committee. Corrective actions are taken to address control deficiencies and other opportunities for improving systems when identified. The Council, operating through its Audit, Risk and IT Governance Committee, 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 2016, its systems of internal control over its operational environment, information reporting and safeguarding of assets against the unauthorised acquisition, use or disposal of assets met those criteria.

11. ANNUAL FINANCIAL REVIEW

11.1 GOVERNANCE AND CONTROLS

The annual financial statements have been prepared in accordance with the Department of Education's reporting requirements for Higher Education and the accounting policies comply in all material respects with International Financial Reporting Standards (IFRS).

UMP is committed to good corporate governance and sound financial management. The annual financial statements for 2016 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 2016 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

Universities are becoming more reliant on NSFAS funding due to the growing number of financially disadvantaged students. The sustainability thereof could become influential in managing student debtors and decrease the risk of incurring bad debts. The recent “#FeesMustfall” Campaign has increased the pressure on funding from NSFAS.

The Department of Higher Education and Training (DHET) included an amount, estimated to equal the increase in student tuition fees during 2016, to cover the increase in student fees during 2016.

11.4 OVERVIEW OF 2016 FINANCIAL POSITION

UMP recorded a surplus of R24m for the year under review, (2015 R 191m). An amount of R21m of the 2016 surplus is due to a grant received for the purchase of land, and as such does not represent cash surpluses.

Government grants were R 181m (2015 R 132m). The increase is mainly due to the increase in both student and staff numbers as a result of the continuing growth of the UMP.

Student debt remains a high risk to the UMP, as a result of the constant “#FeesMustfall” protest. The student debt is R 13m, after providing for doubtful debts of R4m. 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 it does not get out of hand.

UMP’s liquidity position is sound as indicated by the increase in cash and short term investments of R402m to R 759m. Surplus funds are invested in high yielding, capital preservation and easily converted to cash investments as advised by an Independent Financial Broker.

The first R 100m of the infrastructure funds was transferred to UMP during the latter part of 2015. This was a direct result of the UMP taking over the full management of the infrastructure program effective 1 April 2016. An amount of R674m was received from DHET and R22m from New Universities Project Management Team (NUPMT) during the year for future infrastructure development to be managed by UMP. 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.



Dr X Mkhwanazi
Chairperson of the Governance
Finance and Investment Committee



Mr K D Pather
Executive Director: 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 2016.

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. TG Mokoena (Chairperson)
- Ms. G.A. Deiner
- Mr. A.C. Keyser
- Ms. C Ledwaba
- Mr. C Mawela
- Ms. H. Thrush

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 in the control environment was reported 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 appropriate 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 effective and efficient. 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

The ARIGC has recommended to Council which has approved, the re-appointment of PwC as the independent auditor and Andries Oosthuizen as the designated partner, who is a registered independent auditor, to perform the 2016 audit.

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. 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 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 re-appointed as Internal Auditors. 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.

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 has adopted a clear Terms of Reference within which it must operate. 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 quarterly 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 constructed. The intention is that these areas should be covered 95% by Wi-Fi for student and staff access to network services.

The division continued to procure systems that are used to efficiently improve and support different business process in various University divisions.



Dr M D Mabunda
Chairperson of Council



Mr T G Mokoena
Chairperson of ARIGC

COUNCIL'S RESPONSIBILITIES AND APPROVAL

The Council is required in terms of the Higher Education Act 101 of 1997 (as amended) to maintain adequate accounting records and is responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is the Council's responsibility to ensure that the annual financial statements fairly present the state of affairs of the university as at the end of the financial year and the results of its operations and cash flows for the year then ended, in conformity with International Financial Reporting Standards (IFRS). The external auditors are engaged to express an independent opinion on the annual financial statements.

The annual financial statements are prepared in accordance with IFRS and in the manner required by the Minister of Higher Education and Training in terms of section 41 of the Higher Education Act 101 of 1997 (as amended) as contained in the Implementation Manual for Annual Reporting by Higher Education Institutions, and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgments and estimates.

The Council members acknowledge that they are ultimately responsible for the system of internal financial control established by the University and place considerable importance on maintaining a strong control environment. To enable the Council to meet these responsibilities, the Audit, Risk and IT governance Committee (ARIGC), in consultation with executive management, sets standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the University and all employees are required to maintain the highest ethical standards in ensuring the University's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the University is on identifying, assessing, managing and monitoring all known forms of risk across the University. While operating risk cannot be fully eliminated, the University endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The Council is of the opinion, based on the information and explanations given by management, and read together with the ARIGC report, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute assurance against material misstatement or loss.



The external auditors are responsible for independently auditing and reporting on the University's annual financial statements. The annual financial statements for the year ended 31 December 2016, has been examined by the University's external auditors and their report is presented on pages 125 to 128.

The annual financial statements set out on pages 129 to 169, which have been prepared on the going concern basis, were approved by Council on 30 June 2017 and were signed on its behalf by:

A handwritten signature in black ink, appearing to read 'M D Mabunda', is positioned above a horizontal dotted line.

Dr M D Mabunda
Chairperson of Council
26 June 2017

13. REPORT ON TRANSFORMATION

13.1 INTRODUCTION

The University of Mpumalanga (UMP) has established a Transformation Committee that is chaired by the Vice-Chancellor and includes a diverse range of stakeholders. The remit of the Transformation Committee is to:

- Facilitate the implementation of transformation-related policies and to achieve UMP's transformation goals.
- Make recommendations to MANCO on issues of strategic importance in relation to transformation at UMP.
- Monitor and evaluate progress towards the achievement of the UMP transformation goals.
- Assist in the identification and implementation of strategic interventions to drive the transformation agenda at UMP.
- Assist in the development and implementation of the UMP Transformation Conceptual Framework.

UMP has from the outset adopted a broad conceptualization of transformation that includes teaching and learning, research and scholarship, engagement, institutional culture and equity.

Transformation of teaching and learning was discussed during the year under review with a focus on transformation of the curriculum. This is considered to include curriculum structure, curriculum content and curriculum implementation.

Four major cross cutting issues received attention in some detail.

13.2 UMP VALUES AND GRADUATE ATTRIBUTES AS A UNIFYING THEME

The need for a set of principles or goals to underpin transformation of teaching and learning was highlighted since this would assist with the coordination of transformation across the University. The University values and graduate attributes should serve this purpose.

13.3 LINKING RESEARCH, ENGAGEMENT AND TEACHING AND LEARNING FOR THE TRANSFORMATION OF THE CURRICULUM

Engagement and research can be powerful tools in the transformation of the curriculum and should be used to embed at least some of the values and graduate attributes into the curriculum. For example we might best provide opportunities for our students to develop the graduate attribute that our student should be socially aware change agents and through engagement activities. Such engagement activities should be credit bearing and a formal part of the curriculum. In addition, an engagement component in each module will bring with it local relevance and application.

13.4 A CURRICULUM DEVELOPMENT FRAMEWORK FOR TRANSFORMATION

An outcome of the discussions was the need to develop a framework that would guide transformation of the curriculum should include three steps as follows:

- an assessment of the status quo regarding curriculum structure, curriculum content and curriculum implementation;
- decisions around what a transformed curriculum should look like; and
- the development of a 5 year plan for transformation of the curriculum.

13.5 CURRICULUM CONTENT

- The need for the curriculum to be relevant. The need to include issues of equity and discrimination in the curriculum.

13.6 TRANSFORMATION OF THE INSTITUTIONAL CULTURE

Africa Day was celebrated on 27 May 2016 and the programme was structured in such a manner that it contributed to the transformation agenda of the institution. The Guest Speaker was Prof Simphiwe Sesante from the Institute for African Renaissance Studies, Unisa who presented a public lecture on *“African Cultural Unity as the Basis for African Political and Economic Unity; Reflections on Africa Day”*.

The celebrations allowed us to embrace our values of diversity.

The Employment Equity Plan is still being developed and must take into consideration the context of the University as well as its developmental trajectory over the next five to ten years. As a new institution, its development and growth is dependent primarily on the accreditation of new qualifications by the Council on Higher Education (CHE) and the provision of new infrastructure.

13.7 CONCLUSION

The focus in 2016 was on establishing an institutional structure that would play both an enabling and a monitoring role for the implementation of the transformation agenda at UMP. As a first step it was necessary to reach consensus on the conceptualization of transformation at UMP taking into consideration the unique characteristics of UMP. This process will continue in 2017.



Dr 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 2016



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

- Dr 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 *
- Dr BL Kgobane
- Ms C Ledwaba
- Ms IM Mahlangu
- Mr MM Maimane
- Ms I Makwetla
- Mr A Mashego
- Mr C Mawela
- Dr X Mkhwanazi
- Mr V Mlombo
- Mr TG Mokoena
- Dr T Ngomane
- Prof SS Ripinga
- Ms H Thrush
- Adv JC Weapond
- Ms L Mohlala
- Dr N J Tshawane
- Mr N Dyira ***
- Mr P Mtsweni ***
- Mr R Mkhwanazi ***
- Mr S Ngema ***
- Mr K Mabuza ***
- Ms S Maphuele ***
- Prof T Nhlapo **

* Resigned on 01 July 2015

** Appointed on 17 September 2015

*** Appointed on 26 March 2015

REGISTERED OFFICE

Corner of R40 White River Road and Fredenheim Road
Riverside
Mbombela
Mpumalanga
1200

BUSINESS ADDRESS

Corner of R40 White River Road and Fredenheim Road
Riverside
Mbombela
Mpumalanga
1200

POSTAL ADDRESS

Private Bag X11283
Mbombela
Mpumalanga
1200

BANKERS

Standard Bank Limited

AUDITORS

PricewaterhouseCoopers Inc.
Registered Auditors



INDEPENDENT AUDITOR'S REPORT TO THE MINISTER OF HIGHER
EDUCATION AND TRAINING AND THE COUNCIL OF THE UNIVERSITY OF
MPUMALANGA

REPORT ON THE FINANCIAL STATEMENTS

Opinion

We have audited the financial statements of the University of Mpumalanga set out on pages 116 to 168, which comprise the statement of financial position as at 31 December 2016, and the statement of profit or loss and other comprehensive income, 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.

In our opinion, the financial statements present fairly, in all material respects, the financial position of the university as at 31 December 2016, and their 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, act no. 101 of 1997.

Basis for opinion

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 our report.

We are independent of the university in accordance with the International Ethics Standards Board for Accountants' *Code of ethics for professional accountants* (IESBA code) together with the ethical requirements that are relevant to our audit in South Africa. We have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of the Council

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 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.

In preparing the financial statements, the council is responsible for assessing the university's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the council either intends to liquidate the university or to cease operations, or has no realistic alternative but to do so.

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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 Votschenk
The Company's principal place of business is at 2 Eglin Road, Sunninghill where a list of directors' names is available for inspection
Reg no 1998/012055/21, VAT reg.no 4950174682



Auditor's responsibilities for the audit of the financial statements

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 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.

A further description of our responsibilities for the audit of the financial statements is included in Annexure A to the auditor's report.

REPORT ON THE AUDIT OF THE ANNUAL PERFORMANCE REPORT

Introduction and scope

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 report. We performed procedures to identify findings but not to gather evidence to express assurance.

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 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.

We evaluated the reliability of the reported performance information for the following selected objectives presented in the annual report of the university for the year ended 31 December 2016:

Objectives	Pages in the annual report
Governance and Strategic Leadership and Management	174 - 178
Teaching and Learning	179 - 185
Research and Knowledge Generation	185 - 190
Engagement	190 - 193
Academic Administration	193 - 199
Student Support and Student Services	200 - 215
Institutional Planning	216 - 218
Human Resources	219 - 225
Institutional support	225 - 231
Finance management	231 - 235
Estates and Infrastructure	236 - 237
New Infrastructure Projects	238 - 240
Marketing and Communication	240 - 241



We assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

We did not identify any material findings on the reliability of the reported performance information.

Achievement of planned targets

Refer to the annual report on pages 174 to 241 for information on the achievement of the planned targets for the year.

REPORT ON AUDIT OF COMPLIANCE WITH LEGISLATION

Introduction and scope

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.

We performed procedures to obtain evidence that the University had complied with legislation regarding financial matters, financial management and other related matters. Our findings on material non-compliance with specific matters in the Higher Education Act of South Africa are as follows:

- The EMP201 forms stating the employees' tax payable to SARS and the settlement of the amount due was not paid by the 15th of each month following the month in which the salary expenditure occurred as required by the Income Tax Act. This non-compliance occurred only in the months of January and June 2016.
- Written declarations of any business interest that may raise a conflict of interest with the public higher education institution has not been obtained from all employees as required by the Higher Education Act Section 34(4)(a).

OTHER INFORMATION

The university's council is responsible for the other information. The other information comprises the information included in the annual report which includes the Report of the Chairperson of Council, the Report of the Vice-chancellor, the Report of the Senate, the Report of the Institutional Forum and the Audit Committee's Report. The other information does not include the financial statements, the auditor's report thereon and those selected objectives presented in the annual report that have been specifically reported on in the auditor's report.

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.



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. If, based on the work we have performed on the other information obtained prior to the date of this auditor's report, 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

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 thereon. 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 Published Research Articles. The report covered the period 1 April 2016 to 31 March 2017 and was issued on 12 May 2017.

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 2016 Infrastructure and Efficiency Funded Projects. The reports covered the period 1 March 2016 to 31 March 2017 and was issued on 21 June 2017.

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 2016 New Generation of Academics Programme. The report covered the period 1 April 2016 to 31 March 2017 and was issued on 21 June 2017.

As requested by the University, an engagement was conducted on the grants received and expenditure incurred specific to the grant allocation letter from the Department of Higher



Education and Training regarding the 2016 Teaching Development Grant. The reports covered the period 1 April 2016 to 31 March 2017 and was issued on 21 May 2017.

As requested by the University, an engagement was conducted on information for staff qualifications. The reports covered the period 1 January 2016 to 31 December 2016 and is still in progress.

A handwritten signature in black ink, reading 'AJ Oosthuizen'.

PricewaterhouseCoopers Inc.
Director: AJ Oosthuizen
Registered Auditor
Mbombela
29 June 2017

Auditor's responsibility for the audit

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

In addition to our responsibility for the audit of the financial statements as described in the 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'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 us at the date of the auditor's report. However, future events or conditions may cause the university to cease to continue 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.
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the university to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the university audit. We remain solely responsible for our audit opinion.

Communication with those charged with governance

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 council 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	2016 R	2015 R
ASSETS			
NON-CURRENT ASSETS			
		957,428,344	207,738,034
Property, plant and equipment	3	956,613,636	206,758,977
Intangible assets	4	814,708	979,057
CURRENT ASSETS			
		798,964,298	368,628,705
Trade and other receivables	5	40,059,594	12,160,943
Deposits		78,246	-
Cash and cash equivalents	6	758,826,458	356,467,762
TOTAL ASSETS		1,756,392,642	576,366,739
FUNDS AND LIABILITIES			
FUNDS			
		219,447,899	194,871,341
Reserves		192,969,000	133,969,000
Accumulated surplus		26,478,899	60,902,341
LIABILITIES			
NON-CURRENT LIABILITIES			
		1,389,866,831	335,898,021
Deferred income	7	1,389,866,831	335,898,021
CURRENT LIABILITIES			
		147,077,912	45,597,377
Current portion of Deferred income	7	60,707,554	25,697,752
Trade and other payables	8	75,755,247	19,899,625
Provisions	9	10,615,111	-
TOTAL FUNDS AND LIABILITIES		1,756,392,642	576,366,739

	Notes	Educational and General Unrestricted 2016 R	Educational and General Restricted 2016 R	Educational and General Total 2016 R	Student Accommodation 2016 R	Total 2016 R	Total 2015 R
INCOME		257,117,248	-	257,117,248	28,447,309	285,564,557	230,472,694
Government grants	10	181,357,850	-	181,357,850	-	181,357,850	132,165,663
Government grants - assets	10	42,947,165	-	42,947,165	-	42,947,165	17,422,620
Student, accommodation and other fees	11	29,587,056	-	29,587,056	28,447,309	58,034,365	35,183,414
Donations received	12	2,659,592	-	2,659,592	-	2,659,592	45,630,042
Sales of goods and services		565,585	-	565,585	-	565,585	70,955
OTHER INCOME		15,642,766	-	15,642,766	-	15,642,766	15,912,700
Interest received	13	15,353,146	-	15,353,146	-	15,353,146	15,730,937
Rental income		289,620	-	289,620	-	289,620	181,763
TOTAL INCOME		272,760,014		272,760,014	28,447,309	301,207,323	246,385,394
EXPENDITURE		129,748,949	-	129,748,949	-	129,748,949	88,518,323
Cost of employment		43,585,012	-	43,585,012	-	43,585,012	23,028,699
Academic		86,163,937	-	86,163,937	-	86,163,937	65,489,624
Professional support		120,868,097	-	120,868,097	-	120,868,097	84,744,489
Other operating expenditure		25,981,985	-	25,981,985	-	25,981,985	13,495,012
Depreciation, amortisation and impairments	3,4	31,734	-	31,734	-	31,734	58,416
Interest paid	14						
TOTAL EXPENDITURE		276,630,765	-	276,630,765	-	276,630,765	186,816,239
SURPLUS FOR THE YEAR		(3,870,751)	-	(3,870,751)	28,447,309	24,576,558	59,569,154
OTHER COMPREHENSIVE SURPLUS							
TOTAL COMPREHENSIVE SURPLUS FOR THE YEAR		(3,870,751)	-	(3,870,751)	28,447,309	24,576,558	59,569,154

	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 2015	20,000,000	10,000,000	13,543,000	25,243,000	25,243,000	10,697,000	29,243,000	-	133,969,000	1,333,187	135,302,187
Total comprehensive surplus for the 2015 year	9,000,000	10,000,000	5,000,000	-	10,000,000	10,000,000	5,000,000	10,000,000	59,000,000	569,154	59,569,154
Total comprehensive surplus at 1 January 2016	29,000,000	20,000,000	18,543,000	25,243,000	35,243,000	20,697,000	34,243,000	10,000,000	192,969,000	1,902,341	194,871,341
Total comprehensive surplus for the 2016 year	-	-	-	-	-	-	-	-	-	24,576,558	24,576,558
Balance at 31 December 2016	29,000,000	20,000,000	18,543,000	25,243,000	35,243,000	20,697,000	34,243,000	10,000,000	192,969,000	26,478,899	219,447,899
See note	17	18	19	20	21	22	23	24			

	Notes	2016 R	2015 R
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash generated from operations	25.1	52,701,993	46,353,143
Interest income		15,353,146	15,730,937
Interest paid		(31,734)	(58,416)
Net cash flows from operating activities		68,023,405	62,025,664
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment	25.2	(379,836,501)	(50,804,190)
Purchase of other intangible assets	25.3	(33,605)	(23,131)
Net cash flows from investing activities		(379,870,106)	(50,827,321)
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase in deferred income	25.4	714,205,397	135,088,729
Total cash movement for the year		402,358,696	146,287,072
Cash and cash equivalents at the beginning of the year	6	356,467,762	210,180,690
Total cash and cash equivalents at the end of the year	6	758,826,458	356,467,762

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. 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
Furniture and fixtures	5 - 10 years
Infrastructure assets	10 - 50 years
IT Equipment	1 - 5 years
Land	Indefinite
Library source materials	1 year
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 derecognition 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 insubstance 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

Loans and receivables

Loans and receivables 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. Appropriated allowances for estimated irrecoverable amounts are recognised in profit or loss 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 (more than 30 days overdue) are considered indicators that the trade receivable is impaired. The allowance recognised is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the effective interest rate computed at initial recognition.

The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in profit or loss 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 profit or loss.

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 at 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.

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

When the outcome of a transaction involving the rendering of services can be estimated reliably, revenue associated with the transaction is recognised by reference to the stage of completion of the transaction at the end of the reporting period. The outcome of a transaction can be estimated reliably when all the following conditions are satisfied:

- the amount of revenue can be measured reliably;
- it is probable that the economic benefits associated with the transaction will flow to the University;
- the stage of completion of the transaction at the end of the reporting period can be measured reliably and;
- the costs incurred for the transaction and the costs to complete the transaction can be measured reliably.

When the outcome of the transaction involving the rendering of services cannot be estimated reliably, revenue shall be recognised only to the extent of the expenses recognised that are recoverable.

Application fees are treated as income directly in the month in which the amount is physically received by the institution.

Residence and tuition fees are recognised over the period of instruction to which they relate and at the time these are formally billed.

Service revenue is recognised by reference to the stage of completion of the transaction at the end of the reporting period. Stage of completion is determined by services performed to date as a percentage of total services to be performed.

Contract revenue comprises:

- the initial amount of revenue agreed in the contract; and
- variations in contract work, claims and incentive payments:
- to the extent that it is probable that they will result in revenue; and
- they are capable of being reliably measured.

Revenue is measured at the fair value of the consideration received or receivable and represents the amount receivable for goods and services provided in the normal course of business, net of value added tax.

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 of 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

STANDARD / INTERPRETATIONS:	EFFECTIVE DATE:	EXPECTED IMPACT:
	Years beginning on or after	
Amendment to IAS 32: Offsetting Financial Assets and Financial Liabilities	01 January 2014	There is no material impact
Amended to IAS 36: Recoverable Amount Disclosures for Non-Financial Assets	01 January 2014	There is no material impact
Amendment of IAS 19: Defined Benefit Plans: Employee Contributions	01 July 2014	Will have no impact as the University has no defined benefits for its employees
Amendment to IFRS 2: Share-based Payment: Annual improvements projects	01 July 2014	Will have no impact as the University has no issued shares.
Amendment of IFRS 3: Business Combinations: Annual improvements projects	01 July 2014	Unlikely there will be a material impact
Amendment to IFRS 8: Operating Segments: Annual improvement projects	01 July 2014	Unlikely there will be a material impact
Amendment to IAS 16: Property, Plant and Equipment: Annual improvement project	01 July 2014	Will have no impact as the University recognises its PPE on cost

STANDARD / INTERPRETATION:	EFFECTIVE DATE:	EXPECTED IMPACT:
	Years beginning on or after	
Amendment to IAS 24: Related Party Disclosure: Annual Improvement project	01 July 2014	There will be no impact as the University does not have related entities that provided key management personnel services to it.
Amendment to IAS 38: Intangible Assets Annual improvements project	01 July 2014	Will have no impact as the University recognises its Intangible assets on cost
Amendment to IFRS 3: Business Combinations: Amendment to clarify the exclusion of joint arrangements	01 July 2014	There will be no impact as there is no joint
Amendment to IFRS 13: Fair Value Measurement: Annual improvement project	01 July 2014	Will not have a material impact
Amendment to IAS 40: Investment Property: Annual improvement project	01 July 2014	Will not have an impact as the University does not have any investment property
IFRS 14 Regulatory Deferral Accounts	01 January 2016	Will not have an impact on the University as there is no authorised body which determines rates
Amendment to IFRS 11: Accounting for Acquisitions of Interests in Joint Operations	01 January 2016	Will have no impact as the University does not have any joint arrangements
Amendments to IAS 16 and IAS 38: Clarification of Acceptable Methods of Depreciation and Amortisation	01 January 2016	Will not have any impact as the University does not use the revenue based method to depreciate or amortise its assets
IFRS 15 Revenue from Contracts with Customers	01 January 2017	Unlikely to have a material impact
Amendments to IAS 16 and IAS 41: Agriculture: Bearer Plants	01 January 2016	Will not have a material impact as the University does not have any bearer plants
Amendment to IAS 27: Equity Method in Separate Financial Statements	01 January 2016	Will not have an impact as the University does not have any investments in Subsidiary or joint ventures.
Amendments to IFRS 10: and IAS 28: Sale or Contributions of Assets between an Investor and its Associate or Joint Venture	01 January 2016	Will not have an impact as the University does not have any investments in Subsidiary or joint ventures.
Amendment to IFRS 5: Non-current Assets Held for Sale and Discontinued Operations: Annual Improvement project	01 January 2016	Will have no impact as the University does not hold any assets for Sale or discontinued operations

STANDARD / INTERPRETATION:	EFFECTIVE DATE:	EXPECTED IMPACT:
	Years beginning on or after	
Amendment to IFRS 7: Financial Instruments: Disclosures: Annual Improvements project	01 January 2016	Will not have a material impact
Amendment to IAS 19: Employee Benefits: Annual Improvements projects	01 January 2016	Will not have any impact as the University does not have any corporate bonds
Amendment to IAS 34: Interim Financial Reporting. Annual Improvement project	01 January 2016	Will not have an impact as the University is not required to report any interim results
Disclosure Initiative: Amendment to IAS 1 Presentation of Financial Statements	01 January 2016	Unlikely there will be a material impact
Amendments to IFRS 10, 12 and IAS 28: Investment Entities. Applying the consolidation exemption	01 January 2016	Will be no impact to the University as it does not have any investment entities

Interpretations that are effective for the current financial year and that are relevant to its operations:

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 beginning on or after 01 January 2017 or later periods:

STANDARD / INTERPRETATION:	EFFECTIVE DATE:	EXPECTED IMPACT:
	Years beginning on or after	
IFRS 9 Financial Instruments	01 January 2018	Unlikely there will be a material impact
Amendment to IAS 7: Cash Flow Statements	01 January 2017	Will have no material impact
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
Amendment to IAS 12 – Income taxes Recognition of deferred tax assets for unrealised losses.	01 January 2017	Will have no material impact as the University is tax exempt
Amendments to IFRS 2 – 'Share-based payments' Clarifying how to account for certain types of share-based payment transactions.	01 January 2018	Will have no impact as the university does not have share-based payments.

IFRS 15 – Revenue from contracts with customers.	01 January 2018	Unlikely there will be a material impact
IFRS 9 – Financial Instruments (2009 & 2010)	01 January 2018	Unlikely there will be a material impact
• Financial liabilities		
• Derecognition of financial instruments		
• Financial assets		
• General hedge accounting		
IFRS 16 – Leases	01 January 2019	Will have no material impact as leased assets are of a low value
IFRS 4, 'Insurance contracts' Regarding the implementation of IFRS 9, 'Financial instruments'	01 January 2018	Unlikely there will be a material impact
IAS 40, 'Investment property' Transfers of investment property	01 January 2018	Unlikely there will be a material impact, the university does not have investment property
IFRIC 22, 'Foreign currency transactions and advance consideration	01 January 2018	Unlikely there will be a material impact, the university does not trade in foreign currency.

3. PROPERTY, PLANT AND EQUIPMENT

	2016			
	Cost	Accumulated Depreciation	Accumulated Impairment	Carrying Value
Land	26,318,828	-	-	26,318,828
Buildings	519,830,468	11,451,763	-	508,378,705
Educational equipment	6,310,274	926,153	-	5,384,121
Establishment cost	10,118,877	2,782,291	-	7,336,586
Furniture and fixtures	18,545,757	3,732,304	-	14,813,453
Machinery and equipment	2,869,782	288,857	-	2,580,925
IT equipment	42,120,483	13,909,941	-	28,210,542
Library source materials	1,356,669	1,356,669	-	-
Motor Vehicles	2,499,642	467,106	-	2,032,536
Capital - Work in progress	361,557,940	-	-	361,557,940
TOTAL	991,528,720	34,915,084	-	956,613,636

	2015			
	Cost	Accumulated Depreciation	Accumulated Impairment	Carrying Value
Land	5,200,000	-	-	5,200,000
Buildings	100,460,000	2,009,200	-	98,450,800
Educational equipment	6,752,966	665,932	1,610,345	4,476,689
Establishment cost	10,118,877	1,767,631	-	8,351,246
Furniture and fixtures	9,514,866	973,431	386,640	8,154,795
Machinery and equipment	1,173,185	72,820	78,009	1,022,356
IT equipment	31,847,234	6,762,697	638,190	24,446,347
Library source materials	575,380	575,380	-	-
Motor Vehicles	2,218,643	231,554	-	1,987,089
Capital - Work in progress	54,669,655	-	-	54,669,655
TOTAL	222,530,806	13,058,645	2,713,184	206,758,977

RECONCILIATION OF PROPERTY, PLANT AND EQUIPMENT - 2016

	Opening carrying value	Additions	Depreciation	Total
Land	5,200,000	21,118,828	-	26,318,828
Buildings	98,450,800	419,370,468	9,442,563	508,378,705
Educational equipment	4,476,689	1,167,653	260,221	5,384,121
Establishment cost	8,351,246	-	1,014,660	7,336,586
Furniture and fixtures	8,154,795	9,417,531	2,758,873	14,813,453
Machinery and equipment	1,022,356	1,774,606	216,037	2,580,925
IT equipment	24,446,347	10,911,438	7,147,243	28,210,542
Library source materials	-	781,290	781,290	-
Motor Vehicles	1,987,089	280,999	235,552	2,032,536
Capital - Work in progress	54,669,655	306,888,285	-	361,557,940
	206,758,977	771,711,098	21,856,439	956,613,636

RECONCILIATION OF PROPERTY, PLANT AND EQUIPMENT - 2015

	Opening carrying value	Additions / Deletions	Depreciation / Impairment	Total
Land	-	5,200,000	-	5,200,000
Buildings	-	100,460,000	2,009,200	98,450,800
Educational equipment	1,007,005	4,023,727	554,043	4,476,689
Establishment cost	7,236,707	2,037,629	923,090	8,351,246
Furniture and fixtures	2,354,312	6,578,270	777,787	8,154,795
Machinery and equipment	-	1,095,176	72,820	1,022,356
IT equipment	19,750,927	10,255,130	5,559,710	24,446,347
Library source materials	-	352,121	352,121	-
Motor Vehicles	-	2,218,643	231,554	1,987,089
Capital - Work in progress	3,772,382	50,897,273	-	54,669,655
	34,121,333	183,117,969	10,480,325	206,758,977

4. INTANGIBLE ASSETS

	Cost	2016 Accumulated Amortisation	Carrying Value
Computer software	1,479,613	664,905	814,708

	Cost	2015 Accumulated Amortisation	Carrying Value
Computer software	1,318,704	339,647	979,057

RECONCILIATION OF INTANGIBLE ASSETS - 2016

	Opening Carrying Value	Additions	Amortisation	Total
Computer software	979,057	160,909	325,258	814,708

RECONCILIATION OF INTANGIBLE ASSETS - 2015

	Opening Carrying Value	Additions	Amortisation	Total
Computer software	820,229	460,330	301,502	979,057

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	Level 1	Level 2	Level 3	Total
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.

5. TRADE AND OTHER RECEIVABLES

	2016 R	2015 R
Student Debtors	17,277,601	8,577,533
Student Debtors	21,539,455	9,037,620
Less: provision for bad debts	(4,261,854)	(460,087)
Bursary's receivable	22,183,723	3,448,685
Income accrued	519,162	-
Expenses prepaid	79,108	134,725
	40,059,594	12,160,943

AGEING OF TRADE AND OTHER RECEIVABLES

Student Debtors	17,277,601	8,577,532
120 + days	20,951,511	5,135,783
90 Days	107,054	(88,600)
60 days	341,859	6,562
30 Days	139,031	703,712
Current	-	3,280,162
Less: provision for bad debts	(4,261,854)	(460,087)
Bursary receivable	22,183,723	3,449,041
120 + days	22,183,723	3,449,041
Salary control account	79,108	134,370
Current	79,108	134,370
Total	39,540,432	12,160,943

6. CASH AND CASH EQUIVALENTS

Cash on hand	4,318	400
Cash equivalents	758,822,140	356,467,362
	758,826,458	356,467,762

7. DEFERRED INCOME

	2016 R	2015 R
7.1 NIHE Siyabuswa Phase 3	5,031,409	83,818,975
7.2 DHET Infrastructure grant	795,890,000	100,000,000
7.3 DHET grant to purchase additional land	-	20,000,000
Balance at the beginning of the year	20,000,000	20,000,000
Add: Interest capitalised	1,118,828	-
Less: Assets transferred during the year	(21,118,828)	-
7.4 Assets transferred from Lower College of Agriculture (LCA)	72,019,279	-
Balance at the beginning of the year	81,039,425	-
Assets transferred during the year	-	-
Less: current depreciation transferred to income	(4,510,073)	-
Less: current impairment	-	-
Less: Current portion transferred to current liabilities	(4,510,073)	-
7.5 Assets transferred from National Institute of Higher Education (NIHE)	96,562,672	23,774,065
Balance at the beginning of the year	25,099,880	-
Assets transferred during the year	78,424,459	27,179,828
Less: current depreciation transferred to income	(2,692,958)	(1,325,815)
Less: current impairment	-	(754,133)
Less: Current portion transferred to current liabilities	(4,268,709)	(1,325,815)
7.6 Assets transferred from New Universities Project Management Team (NUPMT)	394,093,293	29,419,220
Balance at the beginning of the year	36,548,764	28,465,498
Add: Assets including WIP transferred during the year	392,001,901	14,175,248
Add: Expenses incurred on behalf of UMP by NUPMT	-	-
Less: current depreciation transferred to income	(17,228,686)	(6,091,982)
Less: Current portion transferred to current liabilities	(17,228,686)	(7,129,544)
7.7 Research development grant	-	-
Balance at the beginning of the year	4,744,155	-
Grant received during the year	5,371,740	4,884,000
Less: Expenses paid during the year	(434,819)	(139,845)
Less: Current portion transferred to current liabilities	(9,681,076)	(4,744,155)

	2016 R	2015 R
7.8 Teaching development grant	-	-
Balance at the beginning of the year	5,993,092	-
Grant received during the year	6,632,678	6,021,500
Less: Expenses paid during the year	(148,580)	(28,408)
Less: Current portion transferred to current liabilities	(12,477,190)	(5,993,092)
7.9 New Generation of Academic Project grant (NGAP)	-	-
Balance at the beginning of the year	4,349,758	-
Grant received during the year	9,330,932	4,349,758
Less: Expenses paid during the year	(1,138,870)	-
Less: Current portion transferred to current liabilities	(12,541,820)	(4,349,758)
7.10 Other	-	1,724
7.11 Other Grants	26,270,178	-
Total Non-Current Deferred income	1,389,866,831	335,898,021
Total Current Deferred income	60,707,554	25,697,752

Deferred income represents the building and infrastructure upgrade funding received from the Department of Higher Education and Training. Funds received for capital projects are held in deferred income. 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 Minister of Higher Education and Training stipulated that the allocation is not part of Council controlled discretionary funds and must be ring-fenced and disbursed only against approved projects for the Siyabuswa Campus, signed off by the New University project Management Team.

The UMP received R80 000 000 in 2015 of which, R78 424 459 is included in Buildings of R519 830 468 in note 3, (2015 - R Nil) was capitalised during the year and R8 263 076 (2015 - R 54 430 255) has been recognised as work in progress (WIP) of R361 921 048. Refer to note 3.

7.2 The Minister of Higher Education and Training had contracted the New University Project Management Team to construct certain buildings for which the UMP would be the entitled entity. The contract with the New University Project Management Team terminated on the 31 March 2016. As part of the

hand-over to UMP, R100m was transferred to UMP during the 2015 year for buildings which were planned but not yet constructed by the New University Project Management Team. A further R673 920 000 was received during the year. An amount of R323 479 224 (2015 - R239 400) was recognised as WIP during the year, and included in the total of WIP of R361 921 048 . Refer to note 3 and 7.5

- 7.3 An application has been made to the Minister of Higher Education and Training for funds to purchase an adjoining piece of land, which is required to construct a reservoir to address the future water needs of the UMP. The Land was purchase and transferred for R21 118 828 during the year and included in the Land amount of R26 318 828 in note 3. As Land is not depreciated, the full purchase price was recognised as income during the year.
- 7.4 The Lowveld College of Agriculture's (LCA) staff, assets and programs were incorporated into the UMP as from the 1 January 2015. The value of 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 cost of the Land R4 000 000 (2014 Rnil) was initially recognised as income upon incorporation as Land is not depreciated.
- 7.5 The National Institute of Higher Education (NIHE) ceased operations at the end of 2014 year and the UMP was decreed as the "successor in title". The value of 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 cost of the Land R1 200 000 (2014 Rnil) was initially recognised as income upon incorporation as Land is not depreciated. An amount of R80 000 000 was received as a grant to further improve the infrastructure at the Siyabuswas campus. Buildings to the value of R78 424 459 was capitalised during the year and included in the total amount of buildings of R519 830 468. Refer to note 3 and note 7.1
- 7.6 The New Universities Project Management Team (NUPMT), was contracted by DHET in 2012 to establish, purchase and construct certain assets for UMP. Assets to the value of R363 176 731 has been capitalised at cost during the year and included in the Buildings amount of R519 830 468, furniture and Fittings of R14 813 453 and IT Equipment of R28 210 542 in note 3. They will be released to income as the assets are depreciated.
- 7.7 This is a designated, restricted use fund. DHET has specified that this Grant shall be used to fund the development of emerging research academic staff and the enhancement of research capacity at UMP.
- 7.8 This is a designated, restricted use fund. DHET has specified that this Grant shall 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.

7.9 This 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. TRADE AND OTHER PAYABLES

	2016 R	2015 R
Trade payables	71,824,683	11,892,455
Accruals	3,930,564	8,007,170
	<u>75,755,247</u>	<u>19,899,625</u>

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

9. PROVISION

Provision for staff performance bonuses	<u>10,615,111</u>	-
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A provision for staff bonuses has been recognised for the payment of staff performance bonuses. The performance bonuses is expected to be approved by council at the council meeting scheduled for the end of June 2017.

10. GOVERNMENT GRANTS

10.1 Government grant - subsidy	181,357,850	132,165,663
10.2 Government grant - assets	42,947,165	17,422,620
	<u>224,305,015</u>	<u>149,588,283</u>

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

10.2 The government grant - assets, comprises of the recognition of the total cost of Land (which are not depreciated) purchased from donated funds and the depreciation of depreciated donated assets.

11. STUDENTS, ACCOMMODATION AND OTHER FEES

	2016 R	2015 R
Application fees	970,741	680,315
Tuition fees	28,616,315	15,472,349
Residence fees	28,447,309	19,030,750
	<u>58,034,365</u>	<u>35,183,414</u>

12. DONATIONS RECEIVED

Donations Received - government	1,332,170	45,505,042
- private	1,327,422	125,000
	<u>2,659,592</u>	<u>45,630,042</u>

13. INTEREST RECEIVED

Interest received on investments held at financial institutions	15,353,146	15,730,937
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14. OPERATING SURPLUS

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

Auditors remunerations	747,028	862,735
For statutory audit		
- provision for current year	500,086	296,400
- under provision in the previous year	-	-
For other audit services	246,942	143,349
For other consulting services	-	422,986
Internal audit	2,018,620	1,297,844
Advertising and marketing	5,135,749	5,084,033
Depreciation, amortisation and impairments	25,981,985	13,495,012
Employee costs	129,748,949	88,518,323
Insurance	1,418,490	571,938

	2016 R	2015 R
Lease cost	-	124,853
Motor vehicle expenses	1,239,641	664,383
Municipal services	10,892,771	7,486,142
Recruitment costs	2,162,642	1,733,069
Residence expenses	28,129,044	10,625,080
Small equipment	1,388,014	1,119,419
Travel and accommodation - International	128,278	99,017
Travel and accommodation - Local	8,189,028	8,154,061

15. INTEREST PAID

Municipal accounts	30,017	-
South African Revenue Services - PAYE	1,717	58,416
	<u>31,734</u>	<u>58,416</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

Transferred from unutilised funds	<u>29,000,000</u>	<u>29,000,000</u>
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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.

18. SCHOLARSHIP, BURSARIES AND AWARDS FUND

Unutilised grant funds	<u>20,000,000</u>	<u>20,000,000</u>
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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

19. REPLACEMENT FUND FOR PLANT AND EQUIPMENT

	2016 R	2015 R
Transferred from unutilised funds	18,543,000	18,543,000

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.

20. INVESTMENT EQUALISATION AND ACADEMIC STRATEGIC INITIATIVES FUND

Transferred from unutilised funds	25,243,000	25,243,000
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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	35,243,000	35,243,000
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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

Transferred from unutilised funds	20,697,000	20,697,000
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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.

23. INSTITUTIONAL MAINTENANCE FUND

	2016 R	2015 R
Transferred from unutilised funds	34,243,000	34,243,000

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 the future costs associated with the approved Institutional Maintenance Plan; and ensure sufficient institutional resourced to fund unforeseen and urgent maintenance costs.

24. ACADEMIC SUPPORT FUND

Transferred from unutilised funds	10,000,000	10,000,000
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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.

25. STATEMENT OF CASH FLOW NOTES

25.1 CASH GENERATED FROM OPERATIONS

Surplus for the year	24,576,558	59,569,154
Adjusted for:		
Government grants - assets	(20,568,891)	(17,422,620)
Depreciation, amortisation and impairment	25,981,985	13,495,012
Interest received - investment	(15,353,146)	(15,730,937)
Interest paid	31,734	58,416
Movement in provisions	14,416,878	460,087
Changes in working capital		
Trade and other receivables	(32,160,504)	(11,650,255)
Deposits	(78,246)	
Trade and other payables	55,855,625	17,574,286
	46 353 143	73 430 017

25.2 PURCHASE OF PROPERTY, PLANT AND EQUIPMENT

	2016 R	2015 R
Cost at the end of the year	991,528,720	219,817,622
Less: cost at the beginning of the year	(219,817,622)	(36,699,653)
Movement of assets during the year	771,711,098	183,117,969
Less: Assets received as a result of government grant	(391,874,597)	(135,026,963)
Add: Impairments during the year	-	2,713,184
	379,836,501	50,804,190

25.3 PURCHASE OF OTHER INTANGIBLE ASSETS

Cost at the end of the year	1,479,613	1,318,704
Less: cost at the beginning of the year	(1,318,704)	(858,374)
Additions to assets during the year	160,909	460,330
Less: Assets received as a result of government grant	(127,304)	(437,199)
	33,605	23,131

25.4 INCREASE IN DEFERRED INCOME

Closing balance at the end of the year	1,450,574,385	361,595,773
Less: Assets donated by government treated as deferred income	(392,001,901)	(96,820,052)
Add: Depreciation allocated to Deferred income	17,228,686	-
Less: Opening balance at the beginning of the year	(361,595,773)	(108,465,498)
Increase in Deferred Income	714,205,397	156,310,223

26. COMMITMENTS

	2016 R	2015 R
Capital Contracted Commitments		
26.1 Commenced but not yet completed	225,694,953	57,062,584
26.2 Contracted but not yet commenced	35,166,356	26,672,445
26.3 Committed but not yet contracted	1,333,632,809	1,369,394,986
Total	1,594,494,118	1,453,130,015

26.1 The construction had commenced in the 2015 and the work in progress at the end of the year was R361 921 048 (2015 - R57 062 584).

26.2 The construction of projects as approved by Council and submitted to DHET was contracted for and not commenced during of the year.

26.3 The Council has approved the submission of the budget for infrastructure expenditure of R1 946 million for the period 2017 to 2019 to the Department of Higher Education (DHET). The DHET subsequently approved the submission and financially committed based on the Medium Term Economic Framework (MTEF) cycle covering 2017-2019. The amount of R1 334 million remains committed but not contracted for.

Operating Lease Commitments

within 1 year	232,284	124,853
within 5 years	518,960	124,853

The UMP entered into an operating lease with Konica Minolta for the provision of printing related services. This contract inceptioned 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. 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 9.

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

RELATED PARTY TRANSACTIONS

	2016 R	2015 R
Government grants from the DHET - operational	181,357,850	132,165,663
Government grants from the DHET - assets	20,568,891	17,422,620
Conditional grant received from the DHET	717,225,350	253,130,275
Funza Lushaka bursaries received for qualifying students	16,559,840	13,473,400
NSFAS bursaries received for qualifying students	3,846,739	6,271,310
Assets transferred from NUPMT	392,001,901	
NIHE	78,424,459	40,977,825
	1,409,985,030	463,441,093
Related party balances		
Deferred income from DHET	795,890,000	361,595,773
Current portion of Deferred income	(34,700,086)	-
NSFAS Debtors balance	2,251,331	981,478
FUNZA Debtors balance	3,572,280	212,100
	767,013,525	362,789,351

28. EXECUTIVE MANAGEMENT AND COUNCIL MEMBERS' REMUNERATION

EXECUTIVE

	2016 R Salary	2016 R Expense Allowance	2016 R Total	2015 R Total
Prof TV Mayekiso (Vice-Chancellor)	3,183,720	32,209	3,215,929	2,796,713
Prof RTF Bernard (Deputy Vice Chancellor)	1,860,344	22,444	1,882,788	1,629,221
Prof RL Howard (Deputy Vice-Chancellor)	1,859,650	22,444	1,882,094	1,629,047
Mr KD Pather	1,954,759	11,055	1,965,814	598,154
Mr JSM Legodi	1,591,860	11,855	1,603,715	1,435,793
Mr CL Mavuso	1,573,987	11,055	1,585,042	1,278,552
Dr PM Maminza	1,243,044	11,855	1,254,899	1,102,925
	13,267,364	122,917	13,390,281	10,470,405

NON-EXECUTIVE COUNCIL MEMBERS

	Expense Allowance	Honorarium	Total 2016	Total 2015
Dr DM Mabunda (Chairperson)	30,069	42,000	72,069	26,370
Ms C Mabuza (Deputy Chairperson)	-	10,785	10,785	7,150
Mr GP Els	-	6,360	6,360	6,620
Dr BL Kgobane	-	19,080	19,080	6,890
Ms C Ledwaba	-	34,068	34,068	16,840
Ms IM Mahlangu	-	38,160	38,160	30,200
Mr MM Maimane	-	38,160	38,160	14,720
Ms I Makwetla	-	8,480	8,480	2,120
Mr A Mashego	-	15,370	15,370	15,010
Prof C Machethe	-	12,720	12,720	12,720
Dr X Mkhwanazi	-	25,440	25,440	9,540
Mr V Mlombo	-	13,780	13,780	17,780
Ms L Mohlala	-	8,480	8,480	6,240
Mr TG Mokoena	-	33,046	33,046	16,810
Dr T Ngomane	-	12,720	12,720	16,720
Prof SS Ripinga	-	21,200	21,200	36,060
Ms H Thrush	-	21,348	21,348	16,480
Dr NJ Tshawane	-	19,080	19,080	12,360
Ms MH Umlaw	-	35,980	35,980	-
Adv JC Weapond	-	19,080	19,080	9,270
	30,069	435,337	465,406	279,900

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 and 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 table below analyses the university's non-derivative financial liabilities and net-settled 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 in the table are the contractual undiscounted cash flows.

AT 31 DECEMBER 2016

LESS THAN 1 YEAR

Trade and other payables	75,755,247
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AT 31 DECEMBER 2015

LESS THAN 1 YEAR

Trade and other payables	19,899,625
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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 2016, if interest rates on cash and cash equivalents had been .5% higher/lower with all other variables held constant, surplus for the year would have been R1 351 740 (2015: R1 385 002) higher/lower, mainly as a result of higher/lower interest income on cash and cash equivalents.

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	2016 R	2015 R
INCOME FROM STUDENTS	11	58,034,365	35,183,414
Application fees		970,741	680,315
Residence fees		28,447,309	19,030,750
Tuition fees		28,616,315	15,472,349
OTHER INCOME		243,172,958	211,201,980
Government grants - subsidy	10	181,357,850	132,165,663
Government grants - assets	10	42,947,165	17,422,620
Donations received	12	2,659,592	45,630,042
Interest received	13	15,353,146	15,730,937
Rental income - staff housing		289,620	181,763
Sales of goods and other services		565,585	70,955
TOTAL INCOME		301,207,323	246,385,394
OPERATING EXPENSES (Refer to page 31)		276,599,031	186,757,824
Operating surplus	14	24,608,292	59,627,570
Interest paid	15	31,734	58,416
SURPLUS FOR THE YEAR		24,576,558	59,569,154

	Notes	2016 R	2015 R
OPERATING EXPENSES			
Accommodation costs		-	28,327
Advertising and marketing		5,135,749	5,084,033
Auditors remunerations - external		747,028	862,735
Auditors remunerations - internal		2,018,620	1,297,844
Bank charges		243,685	176,916
Catering and refreshment expenses		1,990,841	2,252,463
Cleaning		4,735,684	4,977,489
Communication costs		632,039	824,591
Conferences and workshops		1,375,136	1,279,264
Depreciation, amortisation and impairments		25,981,985	13,495,012
Employee costs		129,748,949	88,518,323
Examination expenses		105,787	95,760
Fines and penalties		373,214	242,843
ICT costs		6,631,452	4,122,311
Insurance		1,418,490	571,938
Lease cost		-	124,853
Legal fees		1,671,887	63,472
Motor vehicle expenses		1,239,641	664,383
Municipal services		10,892,771	7,486,142
NGAP Expenses		1,138,870	-
Office supplies		20,609	278,846
Other expenses		2,733,032	257,532
Printing and stationery		2,047,117	1,916,778
Professional services		5,178,135	5,660,181
Provision for bad debts		3,801,767	460,087
Programme costs		989,156	331,627
Protective clothing		11,866	235,563
Recruitment costs		2,162,642	1,733,069
Rental of equipment		2,425,011	1,554,095
Repairs and maintenance		3,599,712	7,969,954
Research development grant expenses		434,819	139,845
Residence expenses		28,129,044	10,625,080
Security and safety		7,932,504	6,922,063
Service fees		1,400,683	600,111
Small equipment		1,388,014	1,119,419
Staff development		3,412,629	675,061
Student support services		4,935,385	4,634,336
Subscriptions		762,790	544,747
Teaching development grant expenses		148,580	28,408
Training		686,399	649,245
Travel and accommodation - international		128,278	99,017
Travel and accommodation - local		8,189,028	8,154,061
TOTAL OPERATING EXPENSES		276,599,031	186,757,824

ANNEXURE 1



LIST OF COUNCIL APPROVED POLICIES FOR THE 2016 ACADEMIC YEAR APPEAR HEREUNDER

- Delegation of Decision Making Authority
- Naming Policy
- UMP Transport Policy
- Policy on Health, Safety and Environment Management
- Weapon Free Campus Policy
- Records and Archives Management Policy
- UMP Supply Chain Management Policy for New Infrastructure Projects
- UMP Excellence Awards in Research: Policy and Procedures
- Policy on Research Support
- Policy on Academic Staff Structure for UMP
- Policy and Procedure on Employment of Students as Tutors and Demonstrators
- Policy on Recognition of Excellent Student Achievement in Co-curricular Activities
- Policy on Recognition of Student Achievement
- Teaching and Learning Policy
- Assessment and Moderation of Student Learning Policy
- Evaluation of Teaching and Evaluation of Modules Policy
- Policy on Work Integrated Learning
- RPL, Credit Accumulation & Transfer Policy
- Credit Card Policy
- Excellence in Teaching Awards: Policy and Procedures
- Policy on the Management of Leave
- Medical Aid Policy
- Policy on Promotion, Development and Recognition of Excellence
- Policy on the Establishment, Operation and Review of Research Entities
- Promotion of Academic Staff - Policy and Procedure
- Risk Management Policy
- ICT Equipment Allocation and Disposal
- Policy on Conferring Honorary, Visiting and Adjunct Professorial Titles
- Rules and Procedures for Conferring Honorary Degrees
- Policy for Masters and Doctoral Degrees
- Research Ethics Policy
- Policy on UMP Council Bursary Scheme
- Server Room Policy
- Patch Management Policy
- Policy for the provision of Non-pensionable Allowance to Heads of Schools and Programme Leaders

ANNEXURE 2



IMPLEMENTATION OF THE 2016 ANNUAL PERFORMANCE PLAN (DHET)

1. CHAIRPERSON'S FOREWORD

The University of Mpumalanga Council confirms that the 2016 report provides an accurate reflection on the Governance, Teaching and Learning (enrolment), Research (capacity and productivity) and financial performance of UMP against the 2016 Annual Performance Plan.

Governance structures are in place: the UMP Council, Senate and Committees of these bodies have been constituted with Terms of Reference. The University installed its first Chancellor, the Honourable Deputy President, Mr Matamela Cyril Ramaphosa. The Statute of the University was approved by the Minister.

In terms of access, UMP being a new university offering nine programmes at diploma, undergraduate and Advanced Diploma levels, admitted 1270 students in 2016. The enrolment in science, engineering and technology programmes was highest (828) followed by Education (307) and the least was Business/Management (135). The academic plan is in place and supported by a comprehensive suite of academic policies. The University continues to submit new programmes to HEQC for approval. The Programme for Academic Staff Support and mentoring programmes for students are in place.

The University held its first graduation ceremony with 177 students graduating with the Diploma in Agriculture in Plant production.

The number of Instructional/Research professionals increased to 69 with a pleasing increase in the percentage of staff, with a Doctoral qualification, to 22%.

Financial reports are submitted quarterly and robust procurement procedures are in place. The University received an unqualified audit.

In 2016, the University of Mpumalanga made good progress towards the targets set for 2016, meeting or exceeding most.



Dr M D Mabunda
Chairperson of Council

2. ENROLMENT PERFORMANCE (YEAR N) AGAINST MINISTERIAL APPROVED TARGETS

TABLE 1: STUDENT ENROLMENT TARGETS (WHERE THE DEVIATION IS GREATER THAN 1% AN EXPLANATION IS PROVIDED)

Key Performance Indicator	Target (year n) Percentage or Total Number	Performance Indicators for 2016	Reason for Deviation
A. Access			
Headcount totals			
First-time entering undergraduates	620	614	This is a deviation of 1%
Headcount enrolments	1213	1270	This is a deviation of 5% and is because the success rate was slightly lower than expected.
Headcount enrolments (Foundation Provisioning)	N/A		
Headcount enrolments total UG	1163	1211	This is a deviation of 3% and is because the success rate was slightly lower than expected.
Headcount enrolments total PG <i>For the Advanced Diploma in Agriculture in Agricultural Extension</i>	50	59	This is a deviation of 18% and is because we received more applications than expected from suitably qualified individuals and we were able to accommodate a larger group.
Enrolments by Major field of study			
Science, engineering, technology	782	828	This is a deviation of 6% and is partly due to the increased intake into the Advanced Diploma, and partly due to the success rate which was slightly lower than expected.

Business/management	147	135	This is a deviation of 8%. The target for 2016 was not achieved because the university received accreditation for the Bachelor of Development Studies late in 2015 and did not recruit as many students as planned.
Education	284	307	This is a deviation of 8% and is because the target was miscalculated.
Other humanities	0		
Distance education enrolments	0		

B. Success

Graduates UG	170	177	This is a deviation of 4% and is because seven more students completed their degrees than expected.
Graduates PG	N/A		
Undergraduate output by scarce skills			
Engineering	N/A		
Life and physical sciences	170	177	This is a deviation of 4% and is because seven more students completed their degrees than expected.
Animal and human health	N/A		
Teacher education	0		
Success rate	14%	14%	This is a zero deviation

C. Efficiency

Instructional/Research Professional Staff including part time staff	65	71	This is a deviation of 9% and is because a major recruitment process was completed ahead of schedule and staff joined the university in late 2016
Headcount of permanent instructional/research professional staff	62	66	This is a deviation of 6% and is because a major recruitment process was completed ahead of schedule and staff joined the university in late 2016
% Staff with doctoral degrees	25%	24%	This is a deviation of less than 1%
Number of nGap staff	4	2	4 new nGAP staff have been appointed and will commence work on 3 January 2017.
Ratio of FTE students to FTE instructional/research staff	20:1	16:1	We expect the ratio to approach 20:1 in 2018 as student numbers grow faster than staff numbers.

D. Research output

Publication units per I/R staff	0.6	0.54	We reached the target of 40 research outputs at the end of the year.
Research masters graduates (Weighted)	0	0	
Doctoral graduates (Weighted)	0	0	

Note: Data for year n reflected is not audited

3. EARMARKED GRANTS

TABLE 2: EARMARKED GRANTS FOR YEAR N (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)
Teaching Development Grant	6632678	3607146	100% expenditure	Deviation is 54% and an explanation is presented below
6 632 678	5372002	434819	100% expenditure	Deviation is 90% and an explanation is presented below.
Foundation Provision Grant	NA	NA	NA	NA
Clinical Training Grant	NA	NA	NA	NA
Infrastructure and Efficiency Grants	NA	NA	NA	NA
Veterinary Sciences	NA	NA	NA	NA

The expenditure against the teaching and research development grants has been much lower than expected for a number of reasons.

Firstly, the allocation of funds to the two grants was based on estimates that were developed in the third quarter of 2014 and these estimates have exceeded the actual amount needed to complete the planned activities. For the Teaching Development Grant, the University has made two staff appointments and these staff are responsible for running our teaching development programmes. As such, we offer most of our workshops and events in-house and costs are kept to a minimum. For the Research Development Programme, we have successfully raised funds from SETAS and the NRF and this has greatly reduced the expenditure against the Research Development Grant. Our ability to reduce the expenditure against the TDG and RDG is important given that the University was not provided with additional funds but had to take funds from the State grant. The low expenditure does not reflect low levels of activity in these areas as reflected in the separate reports.

4. A SELECTION OF UMP KEY PERFORMANCE HIGHLIGHTS AND ACHIEVEMENTS FOR 2016

4.1. GOVERNANCE AND STRATEGIC LEADERSHIP AND MANAGEMENT

In April 2016, the University installed its first Chancellor, the Honourable Deputy President, Mr Matamela Cyril Ramaphosa.

At the start of the year the University submitted its report on the resolutions from the Higher Education Transformation Summit. The University also made a written and verbal submission to the Presidential Commission of Inquiry on Student fees on 22 August.

Training was provided for new Council members, to the members of the Institutional Forum and to Senate.

The University Task Team that is working on insourcing services that are currently outsourced, submitted a preliminary report and proposal to Council in December 2016.

The University Statute was promulgated in a Gazette (40216, volume 614 of 19 August), and the University has been aligning its policies, processes and procedures with the Statute.

The University received an unqualified audit from the external auditors.

Policy development, and the review of existing policies continued through 2016. During 2016, a range of policies were approved by Council in the areas of governance (the multi campus model; the ICT Governance Framework), teaching and learning (a set of policies on teaching and learning, an appeal process against academic exclusion, and postgraduate education), research (a set of policies governing research), staff development (including policies on the Promotion, Development and Recognition of Excellence, Personal Promotion, and excellence in research, and teaching), and student life (including a set of policies for the recognition of excellent student achievement).

The University established an Audit Steering Committee to ensure effective and efficient planning of internal and external audits.

4.2. TEACHING AND LEARNING

The University received written feedback from the CHE accreditation visit that occurred in 2015 and the University has met the long term conditions for the Diploma in ICT, Diploma in Hospitality Management and the Bachelor of Agriculture.

In 2016 the University introduced four new qualifications, namely, the Bachelor of Development Studies, Bachelor of Science in Agriculture, Diploma in Nature Conservation and Advanced Diploma in Agriculture in Agricultural Extension. During the first half of 2016, 13 new qualifications were submitted to the DHET and we have received PQM clearance for eight. Three are pending and two require us to submit a business plan. The eight qualifications with PQM clearance have been submitted to the HEQC for consideration for accreditation. The mid-term student enrolment planning tables were submitted to the DHET in good time.

Throughout 2016, academic staff were supported through the Programme for Academic Staff Support (PASS for TL) and workshops were held on pedagogy, assessment, curriculum development, WIL, and the use of ICTs in teaching and learning. In addition, communities of practice met regularly to discuss issues in both teaching and research. Nine staff were enrolled for the PGDHE at Rhodes University and three staff members completed a programme for vocational teachers run by TUT and the Haaga Helia University. The Peer Mentoring Programme for undergraduate students ran successfully through the year.

The University was awarded four nGAP posts in the second round and these were filled by excellent young academics who will join the University in January 2017. The University hosted an oversight visit for the nGAP programme.

The University held its first graduation ceremony in May when 177 Diploma in Agriculture in Plant Production students graduated.

An analysis of exam results for 2016 showed that our students are progressing well and where success is lower than our benchmark, discussion have taken place to better understand the problem and how it can be addressed. A cohort analysis for students who enrolled in the Diploma in Hospitality Management and the Bachelor of Agriculture in 2014 and who completed in 2016 after the minimum study time of three years, showed that our success is higher than for similar qualifications nationally.

4.3. RESEARCH AND KNOWLEDGE GENERATION

Building research capacity and productivity at UMP continues to be a priority. Eleven of our staff are registered for Doctoral and nine for Masters' studies at various South African institutions. Two staff members completed their doctoral degrees and three completed their masters' degrees. Internal and external mentors are organized for our junior researchers.

Seventeen staff members published their work in accredited journals, three in accredited proceedings and one published a book chapter. In May 2016 UMP submitted the DHET 2015 Research Output worth 16.7 units and by December 2016 UMP had accumulated 30.62 units from journal article publications, 2.75 from proceedings and 1.0 unit from a book chapter. Ten researchers attended conferences and the Research Office organized four research workshops to capacitate our upcoming researchers: these were on proposal writing, writing for publication, importance of research, research methodology. Two Seminars were presented by visiting Professors and two Open Lectures delivered by invited guests: a visiting Professor from USA and a distinguished South African Professor.

Four Policies, to promote research culture and increase productivity, were developed and approved by the UMP Council.

The University has been successful in raising funds for research from different national and international organizations and we expect this to continue and increase as more staff with doctoral qualifications are appointed. UMP received funding from the National Research Foundation, EDTP SETA, and an Erasmus+ project from the European Commission was approved and will be funded.

UMP has also been successful in developing partnerships with international institutions such as Muni University (Uganda), Kirkwood Community College and the University of Central Florida, both in the USA. UMP was visited by 3 national institutions for research collaborative purposes. These are the CSIR, SEDA and the Department of Enterprise and also by the Africa Institute for Gender and Entrepreneurial Studies.

4.4. FINANCIAL MANAGEMENT

The University has migrated all accounting data to Pastel and is running Pastel in parallel with ITS while problems with ITS are resolved. The accounting records and the Fixed Asset Register for the financial year ended 31 December 2015 were successfully completed during the second quarter of 2016 and submitted to the external auditors who issued an unqualified audit report.

4.5. NEW INFRASTRUCTURE

At the start of 2016 the University took occupation of two major new buildings at Mbombela, one being the new home for the Faculty of Agriculture and Natural Sciences and the second being a block of University residences and student facilities. At the Siyabuswa Campus, we took occupancy of a new residence block. Buildings currently on site and for handover in 2017 include the executive offices and Council chamber building, the Library and Information Resources Centre building and a large building complex comprising of student residences, student life centre, SRC and CRC Offices, health and wellness centre, sports facilities and multi-purpose hall. During 2016, work started on academic buildings for the School of Mathematical and Computational Sciences, the School of Hospitality and Tourism, a multipurpose teaching block and two administration buildings. These buildings will be handed over in 2018.

The University was awarded a 27 million Rand grant funding by the National Lottery Commission (NLC) for the upgrading of the sporting facilities at the Mbombela Campus. The funding will be utilised in the 2017 financial year.

TABLE 3: CONSOLIDATED BUDGET: 2015-2018 VS REVENUE AND EXPENDITURE FOR 2016

	Council controlled Unrestricted		Specifically funded activities -Restricted		Student and staff housing		Total Budget		Reason for variance
	Budget 2016	Actual 2016	Budget 2016	Actual 2016	Budget 2016	Actual 2016	Budget 2016	Actual 2016	
Line Item	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	
Total Income	225 816	274 909			18 944	28 447	244 760	303 356	
State grants	174 589	180 775					174 589	180 775	Includes R5 Million from Subsidised Fee Grant. nGAP grant not confirmed at budget submission. nGAP income realised upon generation of costs
Earmarked State Grant	11 996	4 042			-	-	11 996	4 042	
Tuition and other fees	22 382	29 587					22 382	29 587	Increased Number of Students - New Programmes
Government grants - Assets	-	42 947					-	42 947	

Income from contract, grant, donations and interest	16 800	17 268		-	-	16 800	17 268	Decrease in amount invested during the year
Resident -staff	48	290				48	290	Current Market related rentals charged
Student accommodation fees and meals					18 944	18 944	28 447	Budget included non-recoverability of 20%
Less Total Expenditure	229 838	272 751			14 922	244 760	272 751	
Personnel cost	130 144	126 292	-		-	130 144	126 292	Total of Academic and Support salaries
Other Expenses including operating expenses	99 694	146 459				99 694	146 459	Increase in operating expenses relating to increase staff and student numbers as well as the increased buildings footprint
Contract - Catering					14 922	14 922		
SURPLUS (DEFICIT) BEFORE TRANSFERS	(4 022)	2 158	-		4 022	-	30 605	Surplus mainly resulted from Government grants - assets
NET TRANSFER	0	0	0	0	0	0	0	
SURPLUS (DEFICIT) FOR THE YEAR	-	2158	-		4 022	-	30 605	

ANNEXURE 3



IMPLEMENTATION OF THE 2016 ANNUAL PERFORMANCE PLAN (INTERNAL)

ACTIVITY AREA 1: GOVERNANCE AND STRATEGIC LEADERSHIP AND MANAGEMENT

Goal: Establish effective and efficient governance and strategic management arrangements in support of UMP mandate

Performance Objectives		Performance Targets Dates	Implementation Measures	Actual Performance	% Variance
1.1	Develop and implement an effective and efficient Multi-Campus Management Model.	30 November	An approved organogram for Siyabuswa Campus	Achieved Siyabuswa organogram was approved by MANCO in July	Nil
			An approved Strategic Plan for Siyabuswa Campus	Achieved A strategic plan for Siyabuswa was approved by MANCO in November	Nil
			Effective governance structures	Achieved Governance structures have met and discharged their functions according to their respective charters and terms of reference.	Nil
1.2	Develop an academic structure in support of UMP's academic mandate	30 November	Faculty governance structures approved by relevant structures	Achieved Faculty governance structures were approved by Council in June	Nil

1.3	Develop an effective framework for ethical and sound governance and management at UMP	28 February	Induction of IF	Achieved Induction of the IF took place in February	Nil
		30 September	Declaration of interest submitted by employees	Not achieved <ul style="list-style-type: none"> • Reports distributed to Divisions with a list of staff members who did not comply. • MANCO members requested to take the responsibility to ensure compliance by staff • Trade Unions sensitised on the need to tell their members to comply • Road shows have commenced from the HR Division, to visit Divisions/ Faculties/Schools with compliance documents that need to be filled. 	28%
		30 September	Code of Conduct signed by employees	Not achieved Reports distributed to Divisions with a list of staff members who did not comply. <ul style="list-style-type: none"> • MANCO members requested to take the responsibility to persuade the staff to comply • Trade Unions sensitised on the need to tell their members to comply • Road shows have commenced from the HR Division, to visit Divisions/ Faculties/Schools with compliance documents that need to be filled. 	38%

	31 August	Declaration of interest submitted by Council members	Achieved Declaration of interest signed by all Council members	Nil
	30 June	Assessment of Council and Council Committees	Achieved Council and Audit, Risk and ICT Governance Committee were assessed in March	
	31 December	Establish new Senate and MANCO Committees	Achieved The following committees were established: <ul style="list-style-type: none"> • Integrated Planning Committee • Siyabuswa Campus Management Committee • Vice-Chancellor Scholarships Committee • Council Bursary Committee • Naming Committee • Audit Steering Committee • Records and Archives Management Committee • Extended MANCO • Human Resources Development and Advancement Committee • Student Catering Management Committee • Disposal Committee • Senate Research Committee • Senate Research Ethics Committee • Honorary Degrees Committee 	Nil

		31 December	Ensure functionality of Senate and MANCO	Achieved Senate and MANCO performed their functions according to the Standard Institutional Statute	Nil
		31 August	Induction of Senate members	Achieved Induction of Senate members took place in August	Nil
1.4	Establish systems and processes to ensure regulatory compliance and risk management at all institutional levels.	30 May	Induction of Senate members	Achieved Risk Management Policy and Risk Management Framework were approved by ARIGC and by Council	Nil
		30 Sept	Institutional Risk Register review	Achieved The Institutional Risk Register was reviewed on 8 September	Nil
		Quarterly	Risk Management Reports submitted Quarterly to ARIGC	Achieved Risk Management Reports were submitted quarterly by the Risk Management Committee to ARIGC	Nil
		30 June	Submission of 2015 Annual Report to DHET	Achieved The 2015 Annual Report was submitted to DHET on 31 July	Nil
		On going	All approved policies signed by Chairperson of Council	Achieved Minutes of Council serve as confirmation of Council approved policies.	Nil

	5 days after each	Approved policies communicated to Stakeholders	Achieved Approved policies were communicated to relevant stakeholders	Nil
	5 days after each	Record of all approved policies updated after each Council meeting	Achieved Record of all approved policies was updated after each Council meeting by the DD: Records and Archives	Nil
	Ongoing	Ensure development of new policies and review of existing policies	Achieved 37 policies were approved by Council in 2016	Nil
	Ongoing	Engage with DHET on amendments to be made on the statute	Achieved Statute was gazetted in August	Nil

ACTIVITY AREA 2: TEACHING AND LEARNING (T&L)

Goal: Establish an institutional environment conducive to high quality Teaching and Learning

Performance Objectives		Performance Targets Dates	Implementation Measures	Actual Performance	% Variance
2.1	Develop an academic plan that will inform, underpin and support all academic activity.	30 June	PQM for 2017-2019 approved by Council:	Achieved PQM was approved by Council in April	Nil
		30 June	Enrolment plan for 2017-2019 approved by Council:	Achieved Enrolment plan was approved by Council in June	Nil
		15 August	Enrolment plan for 2017-2019	Achieved Enrolment plan was submitted to DHET in the first week of August	Nil
		30 September	Policy on Postgraduate Studies approved by Council	Not achieved The policy was prepared according to plan but Council was postponed to 19 October when the policy was approved	1%
		31 December	Policy on Programme Development and Review approved by Council:	Not achieved Development of the policy was delayed. The Policy will go to Council in March 2017	5%
		30 September	Faculties and Schools operationalise the Academic Plan	Achieved Faculty of Agriculture and Natural Sciences has a draft Academic Plan which is being implemented	Nil
		31 December	Ensure the academic transition at Siyabuswa is successful	Achieved Regular meetings with academic staff at Siyabuswa resulted in a seamless transition	Nil

		31 December	A quality assurance framework is in place	Not achieved Appointment of the DD Academic Planning and Quality Assurance was delayed. The framework will be completed and implemented by 31 December 2017	75%
2.2	Conceptualise, develop and launch new qualifications that will both stand alone and support articulation within UMP and between institutions.	30 September	10 postgraduate and 8 new undergraduate programmes submitted according to schedule.	Achieved The following were submitted as planned: Diploma in Animal Production Bachelor of Science Extended curriculum Bachelor of Science in Agriculture Extended curriculum BSc (Environmental Science) Bachelor of Arts Bachelor of Commerce Bachelor of Administration Bachelor of Arts (Media, Culture & Communication) Postgraduate Advanced Diploma in Agriculture in Agricultural Production Advanced Diploma in Agriculture in Post Harvest Technology Advanced Diploma in Bachelor of Education Honours Bachelor of Agriculture Honours Master of Education Master of Science Master of Agriculture Master of Commerce Master of Arts	Nil

		30 September	Required academic and support staff in place for the 2017 academic year	Achieved Recruitment and Selection processes in 2016 were completed	Nil
2.3	Support the use of diverse modes of programme deliver both within and between campuses	31 December	Ensure that some qualifications are offered full time and part time	Achieved Advanced Diploma in Agriculture is offered part time by block release	Nil
		31 October	PASS for T&L workshops on the use of ICTs in T&L	Achieved Teaching & learning workshops were held on the use of ICTs in the 4th quarter	Nil
2.4	Provide formal exposure to the work environment through inclusion of WIL in programmes	31 August	Workshops on integration of WIL into the curriculum	Achieved Two workshops on WIL were held in the third quarter	Nil
		30 September	Workshops on assessment of WIL	Achieved Two workshops on WIL were held in the third quarter	Nil
		31 December	Ensure that at least all Diploma level qualifications include WIL	Achieved All Diplomas include a period of WIL	Nil
2.5	To provide support through PASS for T&L	31 March	A calendar of seminars and workshops at both campuses for PASS for Teaching & Learning is available	Achieved A calendar of staff development workshops for both campuses was available.	Nil
		31 March; 30 June; 30 September; 31 December	PASS for T&L Workshops offered at least quarterly on both campuses	Achieved Academic staff development workshops were held quarterly on both campuses.	Nil

2.6	Promote, recognise and reward excellence in teaching	30 June	Policy for the recognition of excellence in T&L is developed and submitted for approval	Achieved Policy was approved at Council in June	Nil
		30 June	Personal promotions policy that promotes excellence submitted to Council	Achieved Personal Promotions Policy approved by Council in June	Nil
		31 July 30 November	Evaluation of teaching and modules is undertaken according to Policy in June and October	Achieved Student evaluation of teaching occurred in June and October	Nil
2.7	Attract, nurture and develop academics as reflective practitioners	31 December	PASS for T&L Workshops offered at least quarterly on both campuses.	Achieved Academic staff development workshops were held quarterly on both campuses.	Nil
		30 September	Communities of practice developed	Achieved Communities of practice for teaching and research meet at least twice each month	Nil
		30 June	Excellence recognised and rewarded	Achieved The policy was approved by Council in June	Nil
		30 November	A workload allocation model is in place	Not achieved Development of the workload model was delayed through reprioritization of other work. Guidelines for the allocation of workload have been approved by MANCO and will be implemented by 31 December 2017	20%

		31 July 31 December	Review student performance and address problem modules	Achieved After June and November exams, student performance was revised by the DVC Academic and discussions held with academic leaders.	Nil
2.8	Provide a policy and support for the use of multimedia and ICTs in T&L	30 September	Policy developed and submitted to Council	Not achieved Development of the policy was delayed through the reprioritization of other work. The Policy has been approved by MANCO and Senate and will go to Council in March 2017	30%
		31 October	Workshops on the use of ICTs in T&L	Achieved Teaching & learning workshops were held on the use of ICTs in the 4th quarter	Nil
		31 August	Workshops on the use of Moodle as a teaching platform	Achieved Teaching and learning workshops on the use of Moodle were held in the third quarter	Nil
2.9	Accept a range of minimum entrance requirements including Recognition of Prior Learning	31 December	Policy on access that provides for alternative means of assessing potential is approved by Council	Achieved Policy on the use of RPL as an alternative means of assessing potential was approved by Council in April	Nil
		31 December	Assessment tool or tools are developed	Achieved Tool to assess potential for computer use was developed	Nil

2.10	Provide a scaffolded programme of student support and mentorship	31 December	A tool for the early identification of students at risk is available	Achieved ITS will be used for the early ID of students at risk and a guidelines document was prepared.	Nil
		31 July and ongoing	Ongoing development of the Student Peer Mentorship Programme:	Achieved Peer mentors were selected and trained A review of the peer mentorship programme was initiated	Nil
		31 March	Peer mentors enrolled.	Achieved Peer mentors were enrolled in the first quarter	Nil
		31 May	Peer mentor training provided	Achieved Peer mentors were trained in the first quarter	Nil
		31 December	Policy for Peer Mentors approved.	Not achieved A draft policy was prepared, however, it required considerable additional work that will be completed in 2017. The Policy will be completed by 31 August 2017	50%
		30 September	Modules in academic, numerical, financial and computer literacy developed to support access with success	Achieved Modules for computer literacy and numerical literacy were completed by the deadline, All modules were completed by 31 December 2016	10%
		31 December	Development and incremental implementation of a "First Year Experience"	Achieved The First year experience was reviewed and a programme for 2017 developed	Nil

	31 November	A revised Orientation Week programme is approved and ready for 2017	Achieved Revised Orientation week programme was approved by MANCO in December	Nil
	31 October	Student development programmes including use of library and information resources, and academic integrity are offered in 2016.	Achieved Sessions on the use of the library and on plagiarism were held several times during the year	Nil
	31 December	Benchmarking of FYE with TUT. Development of UMP FYE.	Achieved A visit was made to TUT in the third quarter	Nil
	30 June	A process for the recognition of academic excellence of students is approved and implemented	Achieved Policy was approved by Council in April	Nil

ACTIVITY AREA 3: RESEARCH AND KNOWLEDGE GENERATION

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

Performance Objectives		Performance Targets Dates	Implementation Measures	Actual Performance	% Variance
3.1	Provide an enabling policy and funding framework for research to improve research quality and productivity.	31 Dec 2016	20 Units from Research output from Research Fellows & Researchers.	Achieved 41 Journal articles, 6 Conference Proceedings and 1 Book Chapter from Research fellows and Researchers worth 35.37 units.	Nil

		2 Doctoral staff and 6 master's candidates completing their degrees.	Not achieved One Doctoral staff graduated in September 2016. 2nd one affected by #FeesMustFall. Four master's staff graduated (Includes 1 intern). Three staff members were unable to complete their Masters' degree due to delays from their supervisors and change of supervisor.	37.5%
		8 Conference papers translated to publications	Achieved 10 Researchers attended conferences and improving their papers for publication	Nil
	30 April 2016	2 New policies developed	Achieved Research Excellence Awards Policy approved by Council in April.	Nil
	31 Dec 2016	2 New policies developed	Achieved Research Support Policy approved by Council in April. Policy on Establishment, Operation and Review of Research Entities approved by Council in June. Ethics Policy approved by Council in September.	Nil
	31 Dec 2016	An approved internal funding framework	Achieved Internal Funding Framework developed and approved by MANCO December	Nil
	31 Dec 2016	25 Published journal articles	Achieved 41 Published Journal articles	Nil

		31 March 2016	DHET Research outputs submission showing 16.7 units earned by UMP	Achieved DHET 2015 Research Output worth 16.7 units submitted in March.	Nil
3.2	Provide appropriate research and innovation infrastructure and support.	31 Dec 2016	A Report on available research infrastructure (Physical, library and information resources, ICT & equipment).	Achieved A Report on available books and other library information services provided by Assistant Librarian at Faculty boards and LISCS 2016 Meetings; purchase of software for data analysis approved by MANCO. DALRO Workshop on copyright permissions	Nil
3.3	Promote, recognise and reward research and innovation excellence	30 Sept 2016	Incentive Policies and procedures approved. Rewarded staff and Awards Report	Not achieved Incentive Policy developed and submitted to MANCO and to go to Senate early 2017. Policy Approved but implementation starts 2017	10%
3.4	Increase and diversify external and internal financial resources available to support research-related activities	31 Dec 2016	Mobility fund for 25 postgraduate staff members Thuthuka Grant for 5 researchers. 5 Researchers funded by EDPT SETA.	Achieved Staff mobility fund to visit supervisors worth R150,000 approved by NRF. Not achieved Workshop on Thuthuka given by NRF but no submission by Researchers due to technical challenges. Workshop report available. 5 Researchers promised sponsorship worth R600,000 by ETDP SETA. SETA CEO to approve release of money.	Nil 100% Nil

			Funding for 1 Foreign Visiting Professor	Achieved 2 Foreign Visiting Professors from UCF and University of Namibia received part funding worth R25,000 and R35,000 respectively from NRF. Second visiting Prof coming February 2017 from Namibia.	Nil
			Funding for UMP African interactions	Achieved UMP Team received part funding for visiting Muni University worth R25,000 from NRF.	Nil
3.5	Attract, nurture and develop research potential and talent.	Ongoing	2 Reports on Research mentorship programmes	Achieved Staff conducting research being mentored by UMP professors and supervisors at various universities.	Nil
3.6	Provide support to emerging researchers, postgraduate students and postdoctoral fellows to become research active.	Ongoing	2 Short courses, 4 Workshops and 6 Seminars for emerging researchers.	Achieved Short courses offered by SARIMA and TUT attended by UMP staff; 4 research workshops (Proposal writing, writing for publication, Importance of Research, Research Methodology). Two Seminars presented by visiting professors and two Open Lectures delivered by invited guests Seminars presented at Research Community of Practice on Thursdays to assist staff with proposals and allow conference attendees to present to UMP staff.	Nil

3.7	Establish and expand research partnerships, collaborations, networks and linkages nationally and internationally.	Ongoing.	Database of possible collaborators.	Achieved Database of possible collaborators/ partners developed and updated.	Nil
		31 December	Formal linkages with 2 National and 4 International partners.	Achieved Successful Proposal submitted to EU for the Erasmus + project on Learning and Teaching Tool Fuelling University Relations with the Economy. UMP Visited by Wutivi University, Mozambique in April 2016. Relationships established but MoU yet to be signed. UMP developed partnership with Muni University, Uganda and signed MoU. UMP visited Kirkwood Community College and Iowa State University. UMP visited by CSIR on ICT collaboration and SEDA on project and training collaborations. UMP participated in the Development of the Nkomazi community based agro-processing Project on naturalized and indigenous crops to South Africa Submitted to DST December 2016. UMP in partnership with the Archbishop Thabo Makgoba Development Trust: Public Lecture in October 2016.	Nil

3.8	Identify and develop institutional research themes.	31 July	Concept notes for 2 research centres.	Achieved Concept note for development of the APLC to be part of the UMP Faculty of Administration when established.	Nil
				Not achieved AIGES identified as institution that will be established at UMP to research on Gender and Entrepreneurship studies. Draft concept note submitted to AIGES for comments. Awaiting response from AIGES CEO.	50%
		31 December	Fully developed proposals for research centres.	Achieved Policy on Establishment, operation and review of Research Entities approved by Council in June.	Nil

ACTIVITY AREA 4: ENGAGEMENT

Goal: Promote, develop and sustain the recognition of engagement as an Institutional practice

Performance Objectives		Performance Targets Dates	Implementation Measures	Actual Performance	% Variance
4.1	Promote opportunities for engagement with external stakeholders.	30 September 2016	Implementation of the Engagement Plan	Achieved Engagement Plan was submitted to MANCO	Nil

4.2	Promote social awareness and responsible citizenship among staff and students	31 October 2016 30 November 2016	Essay competition Involvement of staff and students in One (1) community development project.	Essay competition for third year students took place as part of the Archbishop Thabo Makgoba Annual Lecture Achieved Involvement of staff and students at Moses Sihlangu Centre in a project on food security was initiated	Nil
4.3	Promote and advance public intellectual engagement.	30 November 2016	Four public lectures will be organised.	Achieved Lectures were presented during the course of the year by Prof S. Seepe, Dr A Mdhuli, Dr JT Dhlamini, Prof M van Niekerk and Prof Sesanti	Nil
4.4	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 September 2016 30 November 2016	Explore partnership with one TVET College in the Province. Partnership with business fraternity and government (MDE) Establish two partnerships with strategic stakeholders nationally	Achieved Partnership explored between UMP and Enhlanzeni TVET Achieved Partnership established with KBLC, MDE and Coal Transporters Forum. Achieved Memorandum of Agreement signed with Bethal Correctional Services Engagement with Kruger National Park and the Sugar Industry were initiated.	Nil Nil

4.5	Promote and sustain the participation of staff and students in internationalisation and international partnership activities.	30 November 2016	Establish two partnerships with international higher education institutions	Achieved Partnerships were established with Muni University in Uganda, University of Central Florida and Novi Sad University in Serbia.	Nil
			Implement existing partnerships with national and international higher education institutions.	Achieved Participated in the CAPA Conference in Mombasa. Continued with collaboration with UJ and NMMU.	Nil
4.6	Foster and sustain partnerships with donors and funding organisations.	Ongoing	Engagement with different service providers like the AgriSETA and SETA service.	Achieved Engagement with Services SETA, ETD P SETA and AgriSETA	Nil
4.7	Foster and sustain partnerships with alumni.	30 November 2016	Create a data base of alumni	Achieved Database was created.	Nil
		30 September 2016	Database of Alumni (Students who graduated recently)	Achieved Database has been created.	Nil
		Ongoing	Database of those who got qualifications under the former Lowveld College	Achieved Database of Alumni who graduated between 2009 and 2016 has been created.	Nil
4.8	Promote the integration of engagement, research, scholarship, teaching and learning.	31 July 016	Incorporate the engagement into the promotions policy	Achieved A policy in this regard has been formulated.	Nil

4.9	Framework to engagement with structures	30 September 2016	Develop a framework on engagement	Achieved Draft framework has been developed.	Nil
			Develop a Short Learning Programme Policy	Achieved Policy was approved by Council	Nil

ACTIVITY AREA 5: ACADEMIC ADMINISTRATION

Goal: Establish effective, efficient and seamless Academic Administration systems and processes in support of UMP's mandate, reputable brand and memorable customer experience

Performance Objectives		Performance Targets Dates	Implementation Measures	Actual Performance	% Variance
5.1	Develop systems and processes to manage the anticipated enquires and applications efficiently.	30 August	Appoint an Academic Admin Officer	Achieved Request the position to be approved and advertised	Nil
			Develop and implement procedures to deal with enquiries, applications and communicating to applicants within set time limits.	Achieved Ensured sufficient supply of necessary material to people who enquired both at the UMP Reception and Admissions Offices. Assigned specific staff to deal with manual and email applications. Ensured that applicants received SMS of acknowledgement of their applications.	Nil

5.2	Implement established systems and processes to ensure a seamless and efficient admissions and selection management	30 August and onwards	Develop and Coordinate the implementation of admission and selection processes in terms of approved enrolment targets.	<p>Achieved</p> <p>Ensured that all the staff involved in admissions and selections understood and applied the established procedures.</p> <p>Ensured that the faculty admissions and selection teams received applications timeously.</p>	Nil
			Monitor enrolment targets as approved within set timelines.	<p>Achieved</p> <p>Monitored the admissions and selection statistics for each programme regularly.</p> <p>Provided weekly updates to MANCO</p>	Nil
			Communicate the application outcome via letters and SMS's within a month of receiving application.	<p>Achieved</p> <p>Ensured that the outcome letters are sent to applicants.</p> <p>Ensured that SMS were sent to applicants in this regard</p>	Nil
5.3	Develop systems and processes to manage student data and records efficiently	30 January – 30 August	Correct, audit and sign off the 2014/5 LCA migrated data.	<p>Not achieved</p> <p>Former LCA Student Data was not integrated into the UMP ITS System. Process of integration to be completed in 2017.</p>	20%
			Correct audit and sign off the 2016 data.	<p>Achieved</p> <p>Ensured the receipt of weekly Valpac Reports</p> <p>Implemented the corrections on the ITS System</p>	Nil

			Ensure an unqualified audit report and favourable HEMIS report.	Not achieved HEMIS data corrections were not completed and will be updated in 2017	30%
			Provide complete, accurate and reliable data on request.	Not achieved Data provided was incomplete and will be updated in 2017	30%
			Update student records regularly.	Achieved Ensured the capturing of changes on the student records on the ITS System Ensured the updating of student files	Nil
			Correct the ITS academic structure.	Achieved Coordinated meetings that will update and correct the academic structure Ensured the updating of the structure Ensured that only authorised staff work on the ITS system on authorised menus.	Nil
5.4	Implement established rules and procedures for an efficient Examinations project	30 August	Train student administration and academic staff on examination and invigilation rules, and process.	Achieved Coordinated the training of staff on examinations and invigilation rules and procedures. Coordinated the provision of the Examination Manual to staff involved	Nil

		30 May and 30 September	Coordinate the implantation of the examination rules and processes	Achieved Ensured the implementation of the rules and procedures	Nil
5.5	Establish systems and processes to ensure the hosting of successful, prestigious University ceremonies (Welcoming, Chancellor Installation and Graduations)	30 April	Coordinate and implement	Achieved Coordinated the development of project plans Coordinated the meetings Ensured the implementation of the plans.	Nil
			Ensure a positive experience and reputable UMP brand	Achieved Ensured that the UMP Value of excellence is achieved	Nil
5.6	Develop processes to ensure a seamless migration of the ITS System from ADAPT IT to UMP	30 January – 30 December	Train both academic and support staff on the ITS System.	Achieved Coordinated the training of all staff involved in students data	Nil
			Carry out all other academic administration activities on the ITS System.	Achieved Printed academic administration reports from ITS • Proof of registration • Exam Results • Academic transcripts	Nil
5.7	Develop systems and processes for managing the development of the Electronic Applications and Registrations for 2017	30 April – 30 September	Coordinate the development and implementation of the project plan.	Achieved Developed the project plan Trained staff on student I-Enabler	Nil

			Code the academic structure correctly on the ITS System including the new 2017 programmes.	Achieved Updated the Academic structure	Nil
			Coordinate the development of the procedures manual for the electronic applications and registration.	Achieved Ensured that the electronic registration process is developed	Nil
			Train staff members in the electronic applications and registrations on ITS System.	Achieved Ensured that staff are conversant with the electronic registrations processes	Nil
			Carry out positive ITS system pilots (tests) to enable electronic applications and registrations.	Achieved Coordinated the testing of the electronic applications and registrations system	Nil
			Ensure that the infrastructure (IT Labs and ICT systems) needed is adequate and ready.	Ensured that there are sufficient ICT Labs for the on-line registration Ensured that the ICT labs are ready for the roll-out of the project	
5.8	Establish systems and process to manage the handover process of the academic administration function from UJ and MDE in a seamless manner at the Siyabuswa Campus	30 November	Assist in the implementation of the Siyabuswa Task Team Project Plan.	Achieved Provided reports of the Task Team in MANCO	Nil
			Quality assure, audit and sign off the 2014 B.Ed. student data.	Not achieved Engaged auditors to audit the transferred data Ensured correctness and verification of the data	20%

			Arrange for Handover meetings with UJ and MDE.	Achieved Coordinated the arrangement of meetings in UJ and Siyabuswa	Nil
5.9	Initiate the process for the development of the 2017 Almanac	30 September	Coordinate the constitution of the Almanac Committee with its ToR.	Not achieved No ToR were developed.	100%
			Schedule and hold meetings of the Almanac Committee.	Not achieved The Committee did not meet.	100%
			Develop and get the 2017 Almanac approved by all relevant structures.	Achieved Ensured the development and approval of the terms and Almanac Guide	Nil
			Ensure the timeous design and printing of the final document.	Not achieved Final printing of the Almanac and placement into the website to be done in 2017	10%
5.10	Initiate the process for the development of the 2017 Timetables	31 October	Coordinate the constitution of the Timetable Committee with its ToR	Not achieved ToR were not developed.	100%
			Schedule and hold meetings of the Timetable Committee.	Achieved The Committee held its scheduled meetings	Nil
			Develop and get the 2017 Timetable approved by all relevant structures.	Achieved Coordinated the development and approval of 2017 Timetables	Nil

			Ensure the timeous design and printing of the final document.	Achieved Coordinated the design and get it approved Coordinated the printing of the Time Table Booklet	Nil
5.11	Initiate the process for the development of the 2017 Prospectus	30 September	Coordinate the constitution of the Task Team.	Not achieved Meetings with the Task Team for development of the prospectus were not set.	100%
			Schedule and hold meetings of the Task Team.	Achieved Coordinated the meetings to develop the Prospectus	Nil
			Develop and get the 2017 Prospectus approved.	Not achieved The prospectus were approved by governance structures and out for design and printing in 2017	10%
			Ensure the timeous design and printing of the final document.	Not achieved Prospectus to be printed in 2017	10%
5.12	Ensure the building of HR	Ongoing	Request positions in line with the UMP HR Recruitment and Selection Plan.	Achieved Ensured the requisitioning of identified critical positions	Nil

ACTIVITY AREA 6: STUDENT SUPPORT AND STUDENT SERVICES

Goal: Establish an environment conducive to the holistic development of UMP's students

Performance Objectives	Performance Targets Dates	Implementation Measures	Actual Performance	% Variance
6.1	Ensure the existence of functional student leadership structures.	30 Sept	SRC Elections held as per the Constitution	Achieved
		31 Oct	SRC/CRC office bearers put in place	Achieved
			<p>The SRC elective meeting was held on the 15th October 2016 to elect the 2017 SRC Office bearers.</p> <p>The following SRC members were elected:</p> <ul style="list-style-type: none"> • President: Mr Moses Sithole (Mbombela Campus) • Deputy President: Mr Nkosinathi Mdluli (Siyabuswa Campus) • Secretary General: Mr Nkosinathi Nkambule (Siyabuswa Campus) • Treasurer: Ms Nonhlanhla Vilakati (Mbombela Campus) • Academics Officer: Mr Andries Mashego (Mbombela Campus) • Sports & Recreation Officer: Ms Thea Dlamini (Siyabuswa Campus) • Social & Transformation Officer: Mr Larry Mahlalela (Mbombela Campus). 	Nil

6.2	Provide development programmes for the student leadership structures.	31 Oct	SRC/CRC inductions	<p>Achieved</p> <ul style="list-style-type: none"> • The 2016 SRC/CRC members' induction was held from the 4th to the 6th February 2016. • The introductory induction of the 2017 CRC/SRC members took place on the 14th October 2016. • The SRC, as part of its development and collaborative ventures, visited their counterpart at the Durban University of Technology (DUT) in Durban. The visit was also a benchmarking exercise which assisted our SRC members to see how other SRCs carry on their leadership business. 	Nil
		31 Aug	At least 3 training programmes for the SRC/CRC per year	<p>Achieved</p> <ul style="list-style-type: none"> • A workshop on UMP Values was conducted for the SRC/CRC in April at the Siyabuswa Campus. • A similar workshop on UMP values was conducted for the CRC and student leadership in May 2016 at the Mbombela Campus. • In May 2016, workshop on academic standards for Universities to introduce CRC members on how academic programs are approved by the DHET and the CHE was held at the Siyabuswa Campus. The purpose was to ensure that the CRC play a meaningful role as partners on the governance of academic projects. 	Nil

			<ul style="list-style-type: none"> • A workshop, for the CRCs/SRC, on Conflict management was held in August 2016 at the Protea Hotel in Witbank and was facilitated by Mr Barry Masoga, a private consultant who is also used by UMP. • The 2017 CRC for Siyabuswa Campus was provided with a campus orientation training on the 31st October 2016. The training was facilitated by Mr B.K. Sebake and all support sections presented the services and developments in their divisions to ensure that the incoming CRC understand campus operations. 	
	31 Jul	At least 1 training session for the house committees	<p>Achieved</p> <ul style="list-style-type: none"> • A training session was held in March for the Mbombela Campus House Committees to introduce the committees to their roles and functions. • A training for the House Committees in Mbombela Campus was conducted by the House Wardens and the Manager: Student Governance and Development in April. The training focused on student governance processes, house policies, conflict resolutions and communication processes in residences. 	Nil

6.3	Promote accountable student leadership structures.	Monthly	Monthly SRC meetings held	Achieved The SRC held its monthly meetings during the year. The months of January, February, and December were the inactive months during which period no meetings were held.	Nil
		One meeting per semester	At least two SRC/ student body meetings	Achieved <ul style="list-style-type: none"> The SRC held 2 meetings with the student body during the year. Members of the SRC, in their respective Campuses, also held meetings with the students in September to discuss the fees must fall related issues. 	Nil
		One meeting per quarter	SRC/CRC meetings	Achieved <ul style="list-style-type: none"> SRC met with the CRC's during their Campus meetings. CRC members who serve in the SRC used the CRC meetings to raise SRC matters as delegated. 	Nil
6.4	Create effective communication strategies between student leadership and university leadership	Per the almanac dates	Quarterly MANCO/ SRC meetings (Minutes)	Achieved <ul style="list-style-type: none"> The MANCO/SRC quarterly meetings were successfully held during the year. The 2016 MANCO/ SRC Gala Dinner was successfully held in November. 	Nil
		Monthly	Monthly DoS/SRC meetings (Minutes)	Achieved <ul style="list-style-type: none"> The Dean of Students held meetings with the SRC on a monthly basis. The recess period and the off-season months, January and December were the period during which no meetings were held. 	Nil

		Quarterly	Quarterly DoS/ CRCs meetings (minutes)	Achieved Meetings between the DoS and the CRCs were held during the year.	Nil
		Bi-weekly	Bi-weekly Managers/CRC meetings	Achieved <ul style="list-style-type: none"> • The bi-weekly Managers/ CRC meetings were held during the year. • Managers also had continued engagements with the Campus students political structures during the year. 	Nil
6.5	Ensure the promotion of a sporting culture amongst students in the university	30 Apr	Sporting codes (at least 5 codes) by April	Achieved <p>The following sporting codes were functional and supported during the year:</p> <ul style="list-style-type: none"> • Soccer teams (in both campuses and at University level) • Soccer team for ladies (Only in Siyabuswa Campus) • Netball teams (in both campuses and at University level) • Volleyball teams (in both campuses and at University level) • Basketball teams (in both campuses and at University level) • Tennis teams (in both campuses) • Athletic teams (in both campuses and at University level) • The Mbombela Marathon Club • Squash team (Only at the Mbombela Campus). • Chess teams (in both campuses) 	Nil

	31 Oct	Two sports days to be held this year	<p>Achieved</p> <ul style="list-style-type: none"> • Two sports days were held at the two campuses during the year. • One sports day was held at institutional level during which the institutional teams were selected. • The availability of facilities at the Mbombela Campus has been a challenge due to the construction of new built where a number of sporting facilities were destroyed. We were able to secure funding from the National Lotteries Commission to the value of R27m to assist with the renovation and construction of some sporting facilities. 	Nil
	31 Dec	At least 3 sporting codes to participate in USSA tournaments	<p>Achieved</p> <ul style="list-style-type: none"> • The UMP Male volleyball team participated in the Winter USSA tournament in July held at the University of Pretoria. • The UMP Female volleyball team also participated in the Winter USSA tournament in July held at the University of Pretoria. • The Netball team participated in the USSA Winter Tournament held at the University of Cape Town in July. • The Basketball and soccer teams were ready for participation in the USSA summer tournaments. The tournaments were cancelled due to the fees must fall national protests. 	Nil

6.6	Stimulate and sponsor personal development programmes for students.	31 Oct	At least 5 student development programmes per year	<p>Achieved</p> <ul style="list-style-type: none"> • An assignment writing workshop for the 1st years was conducted in Mbombela during the month of March. • An exam preparation workshop was conducted on the in May targeting the first year students in Mbombela. • Two women's day events were held in August in Siyabuswa and Mbombela Campuses for the female students. • The Mpumalanga Ladies Network: UMP Chapter idea was conceived in August with the Mpumalanga Ladies Network (MLN). The MLN also participated during the women's day celebration in Mbombela Campus. • The Mbombela Campus organised a Substance Abuse Awareness Campaign in August. The campaign was run by the Road Traffic Management Corporation (RTMC), SANCA & the Swartfontein Treatment Centre. The campaign focussed on the effects of substance abuse and their impact on road and traffic accidents and fatalities. • A skills development workshop was organised for students in Siyabuswa during the month of August and was facilitated by Love Life. • A financial literacy workshop was presented by SANLAM in May at the Mbombela Campus and students were advised on how to handle their finances. 	Nil
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- A financial literacy session was held in August in Siyabuswa. This engagement was presented by Heart Line Empowerment.
- The road safety awareness program was held in April at the Siyabuswa Campus, which highlighted the need to reduce road fatalities either as a pedestrian or a driver.
- The Student Governance and Development Division at Siyabuswa Campus, organised and ran a Student Development Seminar (Series One), which was organised to promote academic engagements at the Campus.
- The Student Governance and Development Division organised a stage drama in partnership with Kagiso Production, in September, where approximately 150 students attended, to expose students to drama activity processes.
- The HIV/Aids Awareness Campaign was held in April at the Siyabuswa Campus. This program was fully sponsored by the Dr JS Moroka Local Municipality, the Nkangala District Municipality, & the Mpumalanga Department of Health to promote positive life style for students in particular HIV/ AIDS.

			<ul style="list-style-type: none"> • A SACE job readiness workshop was organized for the final 4th year students in Siyabuswa in September. The purpose was to navigate them into the field of teaching and its professional ethics and conduct before placement in 2017, the workshop was facilitated by Mr Isaac Mtshweni from SACE. • SACE Registration process meeting was organised for students in Siyabuswa Campus in September. The session was to assist the final students with their professional registration, which constitute a requirement before placement. 61 students were registered out of the 98 students during the meeting. • The HEAIDS Peer Educator's training which was planned for the end of September had to be cancelled due to the Fees must Fall Protests. 	
	1 week after each programme	Reports on development programmes	<p>Achieved</p> <p>Reports were compiled for each of the development programmes held on a continuous basis.</p>	Nil
	1 week after each programme	Positive feedback from students	<p>Achieved</p> <p>Feedback on the development programmes were received from students on a continuous basis during the year.</p>	Nil

6.7	Promote and support student life events	31 Oct	Student societies to be established (At least 6)	<p>Achieved</p> <p>The following established societies continued to be functional during the year:</p> <ul style="list-style-type: none"> • The UMP Mbombela Drama Society participated in the ARTS Extravaganza hosted by TUT Emalahleni Campus (Witbank) in August. Universities such as the University of Limpopo, UMP, University of the Free-State, University of Venda and all the TUT Campuses from Mpumalanga, Gauteng and Limpopo were part of the extravaganza. • Mbombela Drama Society had two live performances on Campus for students and members of MANCO. • The Siyabuswa Debating Society participated in a debate challenge between UMP Siyabuswa Debate Team and the Nkangala TVET College in May. • The Mbombela Campus Debating Society attended the Provincial Debating tournament which was held UJ in April. • The UMP (Mbombela Campus) Debating Society participated in the 2016 South African Universities National Debating Championships which were held at the Cape Peninsular University of Technology (CPUT) in Bellville, Cape Town. The competitions were held from the 29th of June to the 7th of July 2016. Our young team, which consists of only 1st year students, managed to progress up to round 9 out of the 15 rounds. 	Nil
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- The Mbombela Choral Society (Campus Choir) was active during the year and participated in a number of events, such as the inauguration of the VC, the graduation, the installation of the Chancellor.
- The Student Christian Organisation (Mbombela Campus) hosted a prayer day on Friday, the 18th of November. The prayer service was targeting the examinations.
- The ZCC Student Fellowship held a revival in May at the Siyabuswa Campus.
- The ZCC Student Fellowship participated in the Siyabuswa ZCC Students Fellowship Provincial moment where 4 students represented the Campus. This event took place in July.
- The Siyabuswa Zion Music Choir was actively involved in choir activities during the year. In April, they participated in the Zion Music competition held in Kethlehong, Ekurhuleni.
- The UMP ENACTUS Society was established in July. And the members attended the 2016 National Competition held at the Sandton Convention Centre in July.
- The UMP ENACTUS Society Committee attended the National ENACTUS leadership workshop held in September at the Pick and Pay Conference Centre in Johannesburg.

		31 Oct	Reports on student societies events (quarterly)	Achieved Reports were produced for societies and events attended or participated in.	Nil
6.8	Support off-campus students to experience a holistic academic environment	31 Dec	At least 5 new accredited off-campus accommodation providers	Achieved <ul style="list-style-type: none"> • The advertisement for the off campus accommodation for the Mbombela Campus was flighted in July. • The process of accrediting the off campus accommodation in Mbombela took place during August and nine (9) new service providers for off campus accommodation have been accredited. • The Off-campus accreditation committee for the Siyabuswa Campus was established in July. • An advertisement for the off-campus service providers in Siyabuswa was flighted in August. 	Nil
		31 Dec	Participation of off-campus students in university events/ activities	Achieved <ul style="list-style-type: none"> • Off-campus students continued to participate in events held at the University. • Students staying at the off-campus accommodation who participated in activities at the university were provided with transport to attend practice and all other activities related to their participation. • Students were also assisted with transportation to events held on campus. 	Nil

		31 Dec	Reports on support services for off-campus students	Achieved Reports were compiled by the Manager: Student Governance and Development (Mbombela) on services for off-campus students.	Nil
		31 Dec	Transport for off-campus accommodation students	Achieved <ul style="list-style-type: none"> Students staying at accredited off-campus in Mbombela were provided with transport, by the service provider, as part of the criteria for accreditation. Off-campus students in Mbombela are assisted with transport to participate in events and functions at the University. The University has started, in 2016, with a process to engage with private transport providers in Mbombela to provide shuttle services to students of the University between the Campus and the City Centre and/or the bust depot in town. 	Nil
6.9	Promote academic engagement	31 Oct	Academic debate events (at least 3 events)	Achieved Our debating societies held and/or participated in 4 debating events during the academic year: <ul style="list-style-type: none"> A debate event was held at the Siyabuswa Campus in August which focussed on the role of young people in education and the challenges faced by young people. 	Nil

				<ul style="list-style-type: none"> • The UMP (Siyabuswa Campus) Debating Society participated in a debate challenge between UMP Siyabuswa Debate Team and the Nkangala TVET College in May. • The Mbombela Campus Debating Society attended the Provincial Debating tournament which was held at the UJ in April. • The UMP (Mbombela Campus) Debating Society participated in the 2016 South African Universities National Debating Championships which were held at the Cape Peninsular University of Technology (CPUT) in Bellville, Cape Town. 	
		31 Oct	Students participation in public lectures	<p>Achieved</p> <p>The students participated in the Archbishop Thabo Makgoba Annual Lecture held on the 18th October 2016 in Mbombela:</p> <ul style="list-style-type: none"> • Students served as ushers for the event. • Students also participated during the lecturer proceedings. 	Nil
6.10	Promote living and learning activities and programmes in the residences and the university in general.	31 Oct	At least 7 LLC established	<p>Achieved</p> <ul style="list-style-type: none"> • A number of LLCs were functional during the year: Peer Helpers (Mbombela) • Peer Helpers (Siyabuswa Campus) • African Writers in Motion (Siyabuswa Campus) • The Health Royals (Mbombela Campus) • End Times Gospel (Siyabuswa Campus) • Computer Club (Siyabuswa Campus) 	Nil

				<ul style="list-style-type: none"> • The Health Royals (Mbombela Campus) • Teachers for Transformation (Siyabuswa Campus) • UMP ENACTUS (Mbombela Campus) 	
		31 Oct	LLC Committees established (minutes)	Achieved The LLCs established their committees and have been functional committees to lead the LLCs.	Nil
		31 Oct	Reports on LLC events and activities (quarterly)	Achieved Reports were generated for LLCs on the functions and activities of the LLCs	Nil
6.11	Encourage community engagement and support initiatives by students	31 Oct	At least 5 community engagement programmes by students	Achieved <ul style="list-style-type: none"> • The Siyabuswa Campus hosted the 2016 Eskom Science Expo in August, where 20 of UMP Siyabuswa Campus students were accredited adjudicators of the competition. This assisted in creating awareness of the importance of science amongst the students. • The Siyabuswa Peer Helpers conducted cleaning, cooking and offered basic teaching classes for the disabled children in Siyabuswa at the Zenzele Stimulation Centre in September. • 32 students from the Mbombela Campus participated in the 2016 Eskom Science Expo in August held in Bushbuckridge, Bohlabela District. 28 students acted as judges whilst 4 acted as mentors who visited schools in the area to raise an awareness about the expo. 	Nil

			<ul style="list-style-type: none"> • The Student Christian Organisation (SCO), Mbombela Campus, visited the Mama Esther's Haven in Msholozhi, Mbombela, where they donated some clothes and tinned food. • The UMP ENACTUS ran a vegetable project, in 2016, as an introductory project, to familiarize themselves with projects. A few beneficiaries (community members) benefitted from the projects. 	
	31 Jul	Students participation in the Mandela Day event(s)	<p>Achieved</p> <p>The UMP Students participated during the Mandela Day in July:</p> <ul style="list-style-type: none"> • The Mbombela students participated in the UMP Mandela Day event where the University Community visited the Moses Sihlangu Centre for the orphaned children in Kabokweni. • The Siyabuswa students visited the Zenzele Stimulation Centre in Siyabuswa where they, together with staff from the Campus spent their 67minutes doing community work at the Centre. 	Nil
	31 Oct	Reports on community engagement programmes	<p>Achieved</p> <p>Reports were generated per engagement projects/ programmes.</p>	Nil
	31 Oct	Positive feedback from supported communities.	<p>Achieved</p> <p>Feedback was received from some of the supported recipient communities</p>	Nil

ACTIVITY AREA 7: INSTITUTIONAL PLANNING (IP)

Goal: Establish systems and processes in order to provide a variety of types and formats of information in support of institutional strategic, academic and operational planning.

Performance Objectives	Performance Targets Dates	Implementation Measures	Actual Performance	% Variance
7.1 Establish an effective integrated planning framework	30 Dec	Develop and implement the Integrated Planning Framework.	Achieved An Integrated Planning Framework exist. MANCO approved the establishment of a committee for Integrated Planning on 10 August 2016. On 24 October 2017 MANCO approved the ToR for the Committee for Integrated Planning.	Nil
	30 Dec	Conduct integrated planning meetings with the divisional managers starting 30 July 2016.	Achieved The first meeting was held on 5 August 2016. The approved ToR stipulates 4 quarterly meetings and these have been scheduled in the new meeting schedule for 2017.	Nil
	30 Dec	Provide annual report on the rollout of the Integrated Planning Framework.	Achieved ToR for IPC was approved by MANCO. A schedule for 2017 has been drafted. The following plans exist: <ul style="list-style-type: none">• New Infrastructure 5-year plan.• 7-year Maintenance plan.• A Student Enrolment Plan	Nil
	30 Dec	Development and implementation of annual planning schedule.	Achieved The approved ToR stipulates 4 quarterly meetings and these have been scheduled in the new meeting schedule for 2017.	Nil

	30 Dec	Submit accurate HEMIS reports per annual schedule on time.	<p>Achieved</p> <p>The HEMIS schedule was revised as per the DHET dates.</p> <p>The HR File 1 was submitted in Feb 2016 to DHET.</p> <p>The capturing of the Space Data for existing buildings in use for 2015 was submitted to DHET in May 2016.</p> <p>The Student File 2 was submitted to DHET in April 2016.</p> <p>2015 HEMIS External Audit Report was submitted to DHET in August 2016.</p> <p>Updated UMP PQM for 2015 on ITS.</p>	Nil
	31 Aug	Develop and Implement Integrated HEMIS Processes and Procedures by 31 August 2016.	<p>Achieved</p> <p>The DD: HEMIS had meetings with data owners.</p> <p>Data Validation and Error Reports were generated and corrections by data owners were captured.</p>	Nil
	31 Oct	Implement Higher Education Data Analyser (HEDA).	<p>Achieved</p> <p>The HEDA system was functional.</p> <p>A presentation on the implemented of the HEDA system was made to MANCO members on 24 October 2016.</p> <p>The DD: HEMIS used HEDA for HEMIS and managers were provided with information generated from HEDA.</p>	Nil
	30 Sept	Develop HEMIS Data Management and Governance Framework by 30 September 2016.	<p>Achieved</p> <p>The first draft served at MANCO on 13 July 2016.</p> <p>The final Framework was approved by MANCO on 24 October 2016.</p>	Nil

		30 Nov	Procure and implement facilities management system.	<p>Not achieved</p> <p>MANCO approved the acquisition of Archibus facilities management system on 22 June 2016.</p> <p>An implementation meeting with stakeholders was held on 12 September 2016.</p> <p>Requested information to upload onto the system was provided to the service provider to roll out the system.</p> <p>The Procurement process was delayed.</p>	40%
7.2	Establish systems and processes for monitoring and evaluation	30 Dec	Develop and implement Integrated Monitoring and Evaluation Framework.	<p>Achieved</p> <p>The Monitoring & Evaluation Framework for Performance Excellence at UMP served at MANCO on 30 November 2016.</p>	Nil
		31 Aug	Organise monitoring and evaluation workshop.	<p>Not achieved</p> <p>Dr C Seepe, the Director Quality Awareness from TUT was invited. We could not find suitable dates for MANCO members. When MANCO was available Dr Selepe fell ill.</p> <p>A workshop was rescheduled for 3 March 2017.</p>	80%
		30 Nov	Procure and implement monitoring and evaluation tools.	<p>Achieved</p> <p>The HEDA was available to provide information and to conduct analysis.</p>	Nil
		30 Dec	Provide annual monitoring and evaluation report.	<p>Not achieved</p> <p>An M&E Framework was developed. The framework needed to be first developed and approved by MANCO before it could be implemented and reporting done on its implementation.</p> <p>An annual report for monitoring & evaluation will be drafted in 2017.</p>	40%

ACTIVITY AREA 8: HUMAN RESOURCES

Goal: Establish a UMP HR profile in support of the University's strategic, academic and operational goals

Performance Objectives	Performance Targets Dates	Implementation Measures	Actual Performance	% Variance
8.1 Create and sustain an affirming institutional culture for all staff	30 June 2016	Review Leave Policy and submit for approval	Not achieved <ul style="list-style-type: none"> • Leave Management Policy reviewed, and submitted to the Bargaining Forum for input from Organized Labour as part of the Consultation Process. • Input from Organized Labour received, and document submitted to the Human Resources Committee for their consideration and submission to Council for approval March 2017. 	10%
	31 July 2016	Harmonize Pay Day	Achieved <p>This is part of the Harmonization Project, whose objective is to harmonise UMP Conditions of Service into one, with staff who were part of the Incorporation Process and the Pay Day was one of first Condition of Service identified to be harmonised. The submission was approved by Council in April 2016, and implemented in the month of May 2016.</p>	Nil
	30 June 2016	Submit Medical Aid Policy for approval	Not achieved <p>Draft Policy submitted to the Bargaining Forum for the consultation Process. Will be submitted to the Human Resources Committee for latter to submit to Council for approval (30 June 2017)</p>	20%

30 June 2016	Disability Benefit	Achieved Submit Disability Benefit for approval forms part of the Human Resources object, in creating a conducive environment for staff. The Disability Cover was approved by Council in June 2016.	Nil
31 December 2016	Harmonise staff salaries below 25th percentile as per the Remuneration Policy	Achieved Harmonised Staff salaries below 25th percentile as per the Remuneration Policy. This was one of the deliverables of the Harmonisation Project Plan, which is supported by the Remuneration Policy/ Philosophy. A submission was made to Council through the Remuneration Committee, and approved in the Council meeting of 5th December 2016.	Nil
30 June 2016	Conclude Salary Agreement and implement Salary Adjustments 2016	Not achieved Proposal from Organized Labour submitted to the Council Governance Structures for their recommendation to Council by March 2017	10%
31 December 2016	Submit report on Change Management (Pioneering Journey) reflecting prevalent issues, with recommendations.	Achieved This part of the Change Management project, which has been dubbed the Pioneering Journey, whose objective is to ensure that all staff understand the Vision and Mission of UMP. Divisions were workshopped, and focus groups were used to tap into staff perception about the organization, and a report to that effect was submitted with recommendations.	Nil

	31 December 2016	Implement a Leadership/ Emotional intelligence intervention	Achieved As part of the objective of attracting, develop and retain talent, a performance target was set to conduct a Leadership Development intervention for the leadership of the UMP. A Leadership and Emotional intelligence workshop was conducted.	Nil
	31 December 2016	Commence with the Transformation Project which includes EE Plan processes	Achieved As part of the Transformation Project, UMP has to develop an Employment Equity Plan over an agreed period. This plan must have EE targets in terms of staff demographics to ensure that the organization staffing stats reflect equity as per the targets set. This exercise has commenced, and a draft three year (2017-2019) plan is in place, which will be workshopped with Line Managers and other stakeholders in 2017.	Nil
	30 June 2016	Submit Collective Bargaining Forum TOR for noting	Achieved This was part of the performance objective, to develop Terms of Reference for the Bargaining Forum, which will determine the mandate of this structure, its composition and the roles. The ToR were approved by MANCO and submitted to Council through the HRC for noting.	Nil
	31 December 2016	Conclude Collective Bargaining Agreement with Organized Labour	Not achieved Draft Collective Agreement submitted to the Collective Bargaining Forum for bargaining process, it will be finalised in 2017, and forms part of the 2017 APP	15%

		30 March 2016 30 June 2016 31 September 2016 31 December 2016	Strengthen Communication with Organized Labour through Quarterly and Monthly Meetings	Achieved This performance objective was achieved through setting of communication structures between Management Committee, and Organized Labour. These structures meet quarterly, to discuss issues that require MANCO's attention and/or input.	Nil
		30 March 2016 30 June 2016 31 September 2016 31 December 2016	Track issues raised by staff and ensure speedy resolution, and submit progress report.	Achieved The Employee Relations recorded issues, which entails both grievances raised by staff, and Disciplinary Cases initiated by Line Managers. Progress reports were submitted quarterly to MANCO, and the Human Resources Committee. Disciplinary cases also form part of the reports that are submitted to the Audit, Risk Governance Committee.	Nil
8.2	Attract, develop and retain talented UMP staff	31 December 2016	Develop and submit Recruitment and Retention Policy for approval.	Not achieved Revised Recruitment Plan will be finalised in 2017.	15%
			Ensure that all Recruitment for Divisions are in place for 2016.	Achieved Recruitment Plans are submitted to the HR by Divisions based on the approved structures. Critical positions prioritised, and followed by the recruitment process. All the positions prioritised for 2016 were filled.	Nil
		Quarterly	Submit Placement Reports as per Recruitment Plans(Quarterly)	Achieved Placement reports were submitted to MANCO quarterly, to highlight progress, and where there are challenges request for input.	Nil

	30 April 2016	Submit Workplace Skills Plan 2016	Achieved This is a Legal Compliance exercise, which requires organizations to submit the Workplace Skills Plan (WSP), accompanied by a training report. This target was achieved.	Nil
	30 April 2016	Submit Annual Training Report 2016 to access discretionary grant.	Achieved As indicated above the Training Report forms part of the WSP, it is based from the training needs analysis, which form part of the Personal Development Plans of staff.	Nil
	30 September 2016	Capacitate Human Resources Division by filling critical positions, including Siyabuswa Campus.	Achieved Three positions in the HR Division were filled in 2016.	Nil
		Conduct Staff Induction (twice)	Achieved The organization has prioritised staff induction to ensure that all new staff are well inducted into the organization. This was achieved.	Nil
	31 December 2016	Implement Performance, Development, Reward for Excellence Project.	Achieved The Performance, Development, and Reward for Excellence was implemented. Workshops were conducted for staff, and management.	Nil
	31 December 2016	Establish strategic partnerships with Setas to access funding for outreach programmes (Internships/Leanerships)	Achieved UMP has identified a number of Setas as strategic partners. This include ETD/Seta: Services Seta, and AgriSeta. A number of projects have been identified, and funding has been pledged by all three SETAs.	Nil

8.3	Facilitate Employee Wellness programme that will benefit all staff	30 April 2016 31 July 2016 31 October 2016	Conduct minimum of 3 Awareness Sessions and campaigns for staff on Health and Wellness issues	Achieved UMP has a Wellness programme which is based on three pillars, which includes raising awareness to staff on chronic illnesses. Three awareness sessions were conducted, including the Wellness Day.	Nil
		30 June 2016	Host an annual Wellness Day for all staff	Achieved Wellness Day was held in both Campuses in 2016, as part of the Wellness programme.	Nil
		30 September 2016	Contract a Service Provider for Counselling Services	Achieved Service Providers were identified to partner with in this project. Our Medical Aid Administrators were also brought on board to form part of the partnership.	Nil
		30 September 2016	Establish Retirement Committee, and ensure that they are trained, and meetings take place as per the rules of the Fund.	Achieved The Retirement Committee has been established to deal with retirement issues, and advise staff. The members have been trained on the rules of the fund.	Nil
8.4	Ensure effective and efficient HR systems and processes	31 December 2016	Implement ITS Training for Staff	Achieved Staff have been trained on the ITS system.	Nil
		31 December 2016	Streamline HR transaction by introducing electronic services based on employee self-service principles(e-leave: info payslips)	Achieved The project of electronic self- service have commenced, including the electronic payslip in 2016.	Nil

	30 September 2016	Implement Salary Structuring (CTC) for all staff.	Not achieved Plan is in place to roll-out the process to the employees who are still on basic salary plus benefits package. This will be done in the 2017 financial year.	10%
	30 September 2016	Conduct Salary benchmarking through PwC Remchannel	Achieved UMP is a member of the PwCRemchannel that conducts salary surveys for the sector. This target has been achieved and a report for 2016 has been received, and it is used for the remuneration strategy.	Nil
	Monthly	Submitted monthly reports to StatsSA, on staff salaries(Monthly)	Achieved This a compliance exercise with StatsSA. Monthly employment stats are submitted. The target for 2016 has been achieved.	Nil

ACTIVITY AREA 9: INSTITUTIONAL SUPPORT

Goal: Establish a set of institutional support services which will contribute significantly to UMP successfully fulfilling its mandate.

Performance Objectives	Performance Targets Dates	Implementation Measures	Actual Performance	% Variance
9.1 To promote and foster an environment that is conducive to the health, safety and protection of UMP internal and external stakeholders	30 Dec	Develop and implement the SHE policy.	Achieved A SHE Policy was approved by Council on 7 April 2016 The SHE Committee is operational and held quarterly meetings.	Nil

30 Dec	Implement the SHE Action Plan for 2016.	<p>Achieved</p> <p>ASHREQ was appointed as SHE professionals to assist with the implementation.</p> <p>ASHREQ produced a Gap Analysis report that shows a 40% legal compliance.</p> <p>A Health & Safety file was compiled.</p> <p>Health & Safety training (11 attendees) was conducted on 7-8 September 2016.</p> <p>Legal Liability Training for management was conducted on 9 September 2016.</p> <p>Incident Investigation Training was conducted on 12 September 2016.</p>	Nil
29 July	Develop Mandatory Agreements (OHS Act Section 37(2) by 29 July 2016.	<p>Achieved</p> <p>The Agreements for contractors formed part of the SHE Policy approved by Council on 7 April 2017.</p>	Nil
30 Dec	Maintain fire-fighting equipment.	<p>Achieved</p> <p>Legislative inspections & repairs were done.</p>	Nil
30 Dec	Conduct emergency training and drills by 30 November 2016 and signed attendance registers kept for each drill conducted	<p>Not achieved</p> <p>Assembly points signage was erected.</p> <p>Fire-frightening training was conducted.</p> <p>Fire marshals were appointed. Training was provided. Fire drills have not yet been conducted but are in the process of being arranged.</p>	40%

30 Nov	Develop fire plan for academic facilities and be displayed in academic facilities, showing relevant evacuation routes and fire-fighting equipment locations.	<p>Achieved</p> <p>Basic Fire-Fighting training (19 attendees) was conducted on 19 September 2016.</p> <p>Evacuation route diagrams were drafted.</p> <p>Fire-fighting equipment signs were displayed</p> <p>Fire detection has been installed in the older residences. Evacuation routes have been posted on the walls of the buildings. Emergency assembly points have been sign posted. The older residences fire doors have been fitted with panic hardware. A fire plan has been drafted.</p> <p>Framing and mounting of evacuation plans in buildings completed in March 2017.</p>	NIL
30 Dec	Maintain the First Aid Kits.	<p>Achieved</p> <p>Existing First Aid Kits were maintained and new ones installed at designated areas on both campuses.</p> <p>Staff and students identified by the SHE Committee have received training by ER24.</p>	Nil
30 Dec	Provide training for 10 first aid attendants working outside office environment and 5 working within office environment.	<p>Achieved</p> <p>15 Level 1 first aiders were trained.</p>	Nil
30 Dec	Develop Security Policy.	<p>Achieved</p> <p>On 30 November 2016 MANCO approved the Security Management Policy.</p>	Nil

	30 Dec	Implement the physical security action plan for 2016.	<p>Not achieved</p> <p>Security equipment was ordered.</p> <p>10 additional security officers were added on the Mbombela Campus.</p> <p>Installed burglar bars in the residences at the Mbombela Campus.</p> <p>Installed burglar bars in the staff residences.</p> <p>Linked CCTV cameras to Security Managers laptops for monitoring.</p> <p>Cameras have been installed in the Main Hall, and the Dining Hall in April 2017. Admin building is currently being fitted and will be completed in June 2017. Cameras in the residences have been partially completed, once the access control is installed on the older residences in June 2017, then the cameras' installation will be completed.</p>	25%
	31 Oct	Develop a security management plan.	<p>Achieved</p> <p>A Security Master Plan was developed.</p>	Nil
	30 Sept	Upgrade and install emergency security alarm system and CCTV Cameras at student residences.	<p>Not achieved</p> <p>Alarms and CCTV cameras were installed in new residences both in Mbombela and Siyabuswa Campuses.</p> <p>New equipment has been installed in other residences. Once new shop fronts are completed in June 2017 the upgrade will be completed.</p>	10%



		30 Dec	Develop and implement Transport Management Policy.	Achieved The Transport Management Policy was approved by Council on 7 April 2016 and was implemented.	Nil
		30 Dec	Maintain the fleet of vehicles.	Achieved Vehicles were repaired and maintained.	Nil
		31 Aug	Develop and implement a criterion for procurement and allocation of vehicles per division.	Achieved A Fleet Procurement and Allocation Criteria were approved by MANCO on 16 November 2016.	Nil
9.2	Maintain quality estate and facilities	30 Dec	Maintain clean facilities, estate and grounds.	Achieved Estates, facilities and grounds were regularly maintained as per schedules.	Nil
		30 Dec	Establish annual feedback from staff and students.	Achieved The SRC and managers were represented on the PPSUC that meets quarterly and needs and concerns raised at these meetings were addressed.	Nil
		30 Sept	Develop plan for combating of alien and invasive plants.	Achieved An Alien Invasive Management Plan for UMP was developed.	Nil
9.3	Expand ICT Infrastructure to enhance the academic project and support services	30 Dec	Develop and Implement ICT planning framework.	Achieved The framework was approved by MANCO on 22 June 2016 and formed the basis of a number of initiatives undertaken by ICT in 2016.	Nil
		30 Dec	Provide quarterly progress report on the implementation of the framework.	Achieved ICT presented reports to the ICT Committee and to the Audit, Risk and ICT Governance Committee.	Nil

30 Dec	Provide ICT support for the academic and research projects.	<p>Achieved</p> <p>In Feb 2016 ICT Implemented a redesigned staff & Student card.</p> <p>27 Jan-12 Feb ICT assisted with the 2016 registrations.</p> <p>ICT facilitated access and training on ITS.</p> <p>ICT facilitated the acquisition of Turn-It-in and training of academic staff, librarians and ICT technicians on this package took place in June 2016. It also provided technical support.</p> <p>Training of lecturer trainers on the I-Enabler to capture marks took place.</p> <p>ICT had a meeting, in April 2016, with the academic representatives on the implementation of the Moodle, learning management system.</p> <p>In April 40 desktop computers were installed in the ICT Teaching Lab in Building 6 and 10 desktops were installed at the new residence at the Siyabuswa Campus.</p> <p>40 student computers were installed in the renovated old library.</p>	Nil
30 Dec	Develop Server policy, Patch Management policy and ICT equipment allocation and disposal policy.	<p>Achieved</p> <p>The ICT Equipment Allocation Policy was approved by Council on 9 October 2016.</p> <p>The Server Room Policy and the Patch Management Policy were approved by Council on 5 December 2016.</p>	Nil

	30 June	Develop ICT governance framework	Achieved On 1 March 2016, MANCO approved the ICT Governance Framework.	Nil
	30 Dec	Maintain Wi-Fi enabled environment	Achieved Testing of the Wi-Fi (Edurom) and UMP-GUEST Wi-Fi took place on 12 February 2016. The international bandwidth was increased to 40Mbps on the Mbombela Campus.	Nil

ACTIVITY AREA 10: FINANCIAL MANAGEMENT

Goal: Establish UMP as a financially sustainable institution in the execution of its strategic, academic and operational mandate

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

Performance Objectives	Performance Targets Dates	Implementation Measures	Actual Performance	% Variance
10.1 Identify initiatives to support the institutional strategic priorities and goals in a sustainable manner	31 December 2016	Develop a list, in collaboration with internal stakeholders, of possible initiatives in support of development of research capacity, staff capacity, financial and HR systems, student life and partnership.	Achieved Teacher Development Grant, Research Development Grant and NGAP funds received and budgets allocated as well as budgets for increase in staff capacity. Assisted with applications for funding to Lotto and Services SETA.	Nil

		31 December 2016	Develop a financial model that will illustrate the breakeven position	Achieved A 3 year rolling Budget was prepared and presented to GFIC and Council in 2016. A council resolution to request the Minister of Higher Education and Training to transfer from the infrastructure budget to the operational budget to balance the operational budget was made in Dec 2016.	Nil
10.2	Determine income streams and cost implications	2017	Research each stream and draft business plans.	Achieved Budgets have been developed for RDG, TDG and NGAP. Finance assisted in the development of the SLP policy and budgetary requirements. Ongoing discussions with DHET to provide a financially sustainable budget in line with growth projections. Assisted with the proposals to Lotto and SETA for funding.	Nil
		2017	Focus on short term courses, develop funding model to identify utilisation of income.	Achieved Continued discussion with the Deputy Director: CES and assisted with the funding model for SLP's.	Nil
10.3	Implement model to prioritise identified strategic initiatives and promote strategic-aligned resource allocation at all levels.	2017	Use model to prioritise the identified initiatives	Achieved Strategic initiatives are resourced within the budget.	Nil

10.4	Optimise student fees and subsidy income.	31 October 2016	Develop a list of identified areas, working with academics and other stakeholders to maximize bursaries from Government and other sponsors.	Achieved Ongoing discussions with identified stakeholders e.g. NSFAS, DD Mabuza Foundation and MDE.	Nil
		Quarterly	Regular follow-up to facilitate timeous and correct payment from all sponsors.	Achieved Regular interaction was done with monthly statements of accounts being sent. Account balances have been reduced.	Nil
		Quarterly	Regular follow-up of student debtors in terms of the payment prescriptions.	Achieved Monthly statements were sent to all students. Verifying the balances outstanding. Student's accounts were sent out. Discussion with NSFAS are ongoing to provide confirmation of 2016 first year applicants.	Nil
10.5	Identify and secure more robust alternative revenue streams.	31 October 2016	Investigate, in conjunction with the Coordinator: Stakeholder Liaison, Communication and Marketing, additional revenue sources.	Achieved Continued discussions with the Deputy Director: CES on SLP and with various bankers on investment opportunities. Corporate leasing have been explored. A financial broker was appointed to advise the UMP on maximising its investment income.	Nil
		31 August 2016	Appoint Financial Broker for the optimisation of surplus funds.	Achieved GFIC approved the appointment. Final SLA has been signed. Investments made and monitored and reviewed monthly with quarterly reporting to GFIC.	Nil

		Quarterly, after appointment	Monitor investment results.	Achieved Investments made in accordance with investment policy and advice from financial broker. Rates were continuously monitored against the market	Nil
10.6	10.6 Mobilise relevant role-players for fund-raising.	31 December 2016	Engage identified role-players	Achieved Services Seta approached and submission made to them. Submission to Lotto was successful for R27m funding. Second payment received from NGAP RTG and TDG.	Nil
10.7	Develop a coherent approach to budget settings.	31 December 2016	Develop budget framework for Council approval	Not achieved Development of parameters initiated.	30%
		31 December 2016	Develop and implement a coherent approach to budget settings	Achieved A 3 year rolling budget was prepared and submitted to GFIC and council for 2017 to 2019.	Nil
		31 December 2016	Draft budget for approval in the last council	Achieved MANCO & GFIC approved the budget. Presented to DHET and to Council on 05 Dec 2016.	Nil
10.8	Develop sound financial systems, controls and reporting measures	31 December 2016	Revision of financial systems, controls and reporting measures.	Achieved ITS Task Team action plan by Adapt IT developed and approved. Project commenced. Pastel used to generate monthly accounts. Fixed asset register updated for 2016. 2015 AFS completed.	Nil
		31 August 2016	Establish a Task Team to identify why ITS is not fully functional	Achieved Task team in place. Finalisation of action plan achieved. Execution commenced 17 Oct 2016.	Nil

		31 October 2016	Identify and implement improvements to reduce duplication of effort and to increase efficiency	Achieved Process initiated. Task team to develop automated process to reduce manual processing.	Nil
		30 June 2016	Develop MANCO reports	Achieved Quarterly management reports submitted to MANCO, GFIC, and Council.	Nil
		31 August 2016	Develop appropriate reports for the relevant stakeholders.	Achieved 2016 Budget loaded on pastel. AFS submitted to DHET. Quarterly reports done. Monthly review of student debtors executed. HEMIS reporting completed. nGAP, TDG and RDG and infra report done quarterly.	Nil
		30 July 2016	Develop Task Team action plan	Achieved Plan approved	Nil
		30 July 2016	Develop Internal Auditors annual plan	Achieved Plan submitted and approved by ARIGO.	Nil
		31 December 2016	Improve the use of the ITS system	Achieved All issues included in TT action plan.	Nil
		31 October 2016	Develop strategic and operational risk register for Finance and UMP	Achieved Institutional register completed and submitted to AGRIC. Finance register completed. RMC operational.	Nil
10.9	Develop appropriate procedure and tender processes	31 August 2016	Amend current SCM policy to ensure efficient and effective operations.	Not achieved Amendments approved by MANCO in January 2017. To be submitted at the next Council meeting for approval.	5%
		31 August 2016.	MANCO approved time frames for procurement processes	Not achieved Draft SOP developed to be finalised by ITS TT.	20%

ACTIVITY AREA 11: ESTATES AND INFRASTRUCTURE

Goal: Establish UMP infrastructure which will support UMP's strategic, academic and operational goals

Performance Objectives		Performance Targets Dates	Implementation Measures	Actual Performance	% Variance
11.1	Develop systems and processes for maintenance of the existing infrastructure.	30 December 2016	Implement maintenance plan as per approved annual maintenance schedule.	Achieved Numerous projects were implemented according to the plan.	Nil
		30 December 2016	Provide quarterly reports on maintenance completed.	Achieved Monthly reports were submitted to the Divisional meetings. Quarterly reports were submitted to the VC for her reports to Council.	Nil
		30 December 2016	Incorporate differed maintenance items	Achieved New buildings & facilities when handed over were incorporated in the maintenance plans.	Nil
		30 December 2016	Ensure seamless handover of the new build.	Managers from P&IS attended handover meetings and received the handover documentation. The official handover protocol from New Infrastructure Projects was provided. The handover procedures are implemented and improved with every handover event.	Nil
		30 December 2016	Incorporate new buildings and infrastructure into the maintenance plan.	Achieved L02, L06 & L04 maintenance issues were recorded but reported to NIP to deal with issues which were still under warrantee.	Nil

30 November 2016	Manage reported ad hoc maintenance issues through facilities management system starting from 30 November 2016.	Achieved Ad-hoc requests were handled through a manual system while waiting for the set-up of Archibus.	Nil
30 December 2016	Implement renovation plan as per approved annual renovation schedule	Achieved Numerous projects were implemented as captured in the monthly divisional meeting reports.	Nil
30 December 2016	Provide quarterly progress report on renovation completed.	Achieved Monthly reports were submitted to the Divisional meetings. Quarterly reports were submitted to the VC for her reports to Council.	Nil
30 December 2016	Ensure proper handover of the completed renovated facilities.	Achieved Staff attended handover meetings and received the handover documentation.	Nil
30 December 2016	Renovate and convert old library into computer laboratory 31 October 2016.	Achieved The old library building was converted into a student computer laboratory and equipped with 40 student desktop computers.	Nil
30 November 2016	Upgrade kitchen equipment and change rooms by 30 November 2016	Achieved The kitchen equipment was upgraded on both campuses and the change room was renovated.	Nil
30 December 2016	Upgrade two wings of 1st floor of Administration building.	The two wings in the Admin building were upgraded.	Nil

ACTIVITY AREA 12: NEW INFRASTRUCTURE PROJECTS

Performance Objectives		Performance Targets Dates	Implementation Measures	Actual Performance	% Variance
12.1	Develop systems and processes for new infrastructure development.	31 October 2016	A set of delegations authorizing the Vice Chancellor to act on behalf of the University in matters relating to the development of New Infrastructure and facilities approved by Council	Achieved Council approved a set of delegations authorizing the Vice Chancellor by resolution at its meeting held on the 28 January 2016.	Nil
		31 October 2016	Assumption of responsibilities by the University to independently manage the development of new infrastructure from the new universities project management team completed.	Achieved The University took over responsibilities to independently manage the development of new infrastructure Projects from the New Universities Project Management Team on the 28 January 2016.	Nil
		31 October 2016	An organizational structure to manage the development of new infrastructure and facilities created and approved.	Achieved The Vice Chancellor approved an Organizational Structure to manage the New Infrastructure Division.	Nil
		31 October 2016	A services agreement approving the development of infrastructure and facilities at the Mbombela Campus entered into between the University and the Mbombela Local Municipality	Achieved A Service Level Agreement was entered into between the University of Mpumalanga and the Mbombela Local Municipality. Signed on the 01 February 2016.	Nil

12.2	Provide a multifaceted environment inspiring both social and intellectual exchange in an atmosphere that is unconventional original and creative.	31 October 2016	Framework contracts between the University of the Witwatersrand and contracts as well as professional teams taken over by the University of Mpumalanga.	Achieved Amendments to the framework contracts entered into between the University and the New University Project Management Team were made.	Nil
12.3	Create social spaces for crucial conversations with both internal and external stakeholders	31 October 2016	Work orders comprising of package orders and task orders issued against framework contracts taken over from the University of the Witwatersrand, awarded to contractors and professional to create specific social spaces.	Achieved Task orders and Package orders were issued to Professionals and Contractors against framework contracts as amended after the 1st of April 2016.	Nil
12.4	Establish an Effective Integrated Planning Framework.	31 October 2016	Mbombela Campus Urban Infrastructure Design Development Framework approved by Council.	Achieved Mbombela Campus Urban Infrastructure Design Development Framework was approved by Council 28 January 2016.	Nil
		31 October 2016	A Five Year Infrastructure Development Implementation Plan approved by Council.	Achieved A Five Year Infrastructure Development Implementation Plan was approved by Council on the 07 April 2016 and an updated Five Year Infrastructure Development Implementation Plan on the 19 October 2017.	Nil

	31 October 2016	Supply Chain Policy for the management of New Infrastructure Development approved by Council.	Achieved Supply Chain Policy for New Infrastructure Projects was approved by Council at its meeting on the 07 April 2016.	Nil
	31 October 2016	A New Infrastructure Programme Management System approved by the Vice Chancellor	Achieved. A New Infrastructure Programme Management System was approved by the Vice Chancellor on the 25 October 2016.	Nil

ACTIVITY AREA 13: MARKETING AND COMMUNICATION

	Performance Objectives	Performance Targets Dates	Implementation Measures	Actual Performance	% Variance
13.1	To communicate and market academic programs and facilities at UMP	31 July 2016	Develop Brochures, procure promotional materials for students recruitments	Achieved Brochures and promotional materials for students recruitments were procured and distributed.	Nil
	• Creative platforms to educate and inform prospective students about UMP Programs	31 July 2016	Organise Open days to showcase academic programs	Not achieved Open days were not organised due to the delay in the acquisition of marketing materials.	100%
		31 August 2016	Students recruitment campaign to promote academic programs across all platforms : (School visits, exhibitions, students expos, social media, website, Radio, digital, (web, events, social media, print/digital, media)	Achieved Eleven exhibitions were attended, Six local schools were visited, Radio adverts were developed, You-tube video was developed.	Nil

13.2	Build positive relationships with UMP stakeholders	30 September 2016	Stakeholder mapping process to be implemented and stakeholder groups clearly identified	Achieved Feeder Schools, all other schools were segmented and clearly identified according to groups.	Nil
		30 November 2016	To develop and maintain a database for prioritised stakeholder groups and Identify areas of mutual interests with specific stakeholders	Achieved Data base for Schools was developed and Data base for Media was also developed.	Nil
13.3	Engage staff with UMP brand to motivate positive attitudes and behaviours • Establish UMP Brand Ambassadors	30 November 2016	Creation of documented culture/ brand UMP guideline	Achieved UMP Branding Guidelines were developed	Nil
		30 November 2016	Implementation of 'Creating opportunities' campaign and the communication & culture change Plan.	Not achieved The communication & culture change Plan was developed and due to the lack of intranet and the website facilities, it was difficult to implement the communication and culture plan.	50%
		30 September 2016	Identify and manage risk to UMP reputation/ image due to negative publicity (e.g. strikes) at the university	Achieved Reputational risks were identified in the Risk register.	Nil
		30 November 2016	Identify high performing service areas and good stories of UMP and develop a plan for communication of UMP special achievements	Not achieved High performing staff, researchers and academics were identified. The good stories of UMP and other achievements were supposed to be profiled in the UMP Website and Intranet, both platforms are still in the development process.	50%



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