2017 | 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.

UNIVERSITY OF MPUMALANGA

Creating Opportunities

Annual Report to the Minister of Higher Education and Training for the Year Ending 31 December 2017

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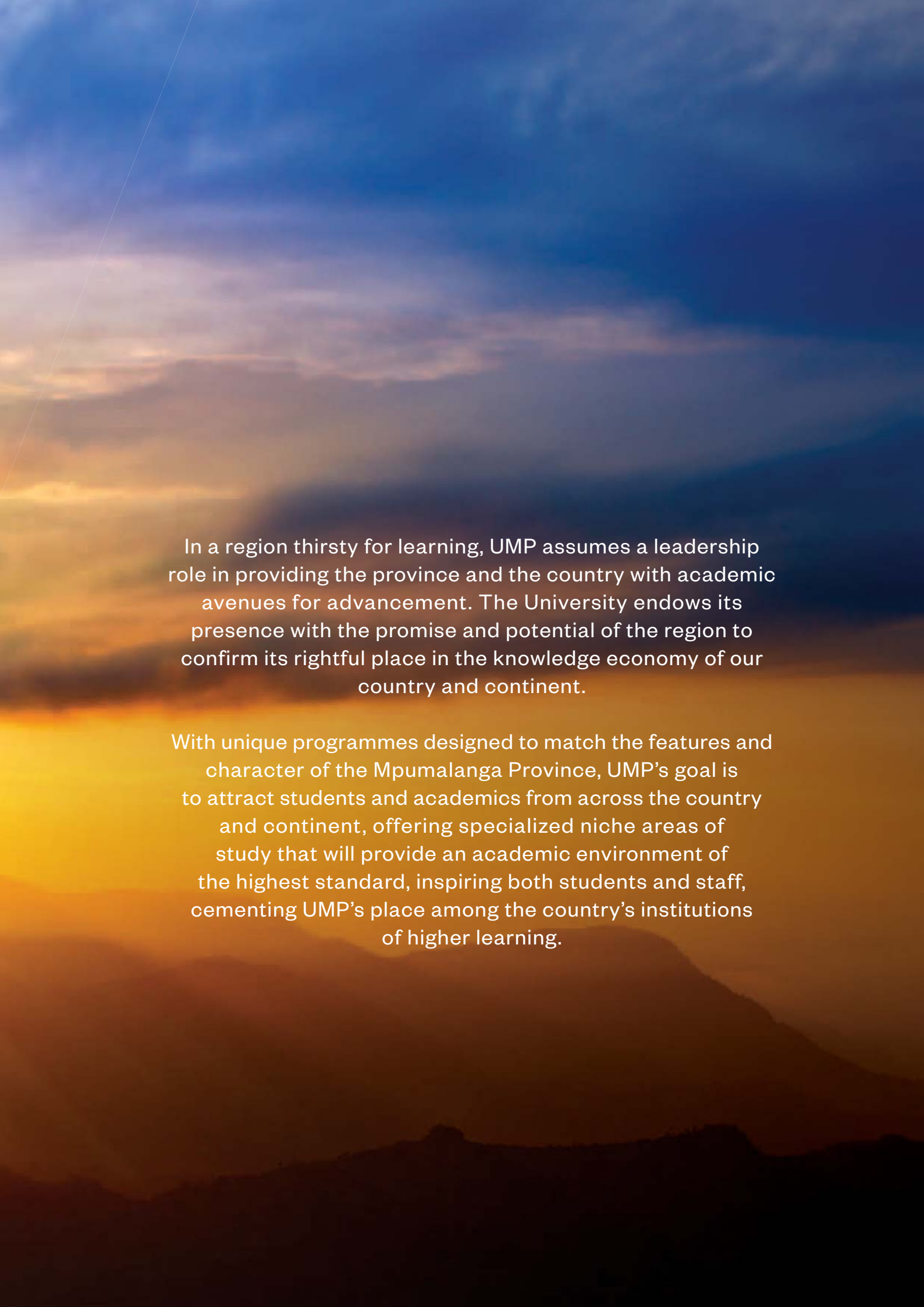
VISION

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

MISSION

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

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

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

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LIST OF ABBREVIATIONS

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

1. INTRODUCTION

The University of Mpumalanga (UMP) was established in 2013 as a comprehensive institution. It has its main campus in Mbombela, a second campus in Siyabuswa and the Mpumalanga Regional Training Trust (MRTT) in Mbombela, as a site of delivery for the Hospitality programme until 31 December 2017. The Lowveld College of Agriculture was incorporated into UMP on 1 January 2015.

The reporting period, marked the fourth year of existence of the University of Mpumalanga. In line with this stage of development, UMP has continued to make progress in its core functions of teaching and learning, research and engagement. UMP continued to provide access with success as indicated by the increasing enrolments and high pass rates. This is supported by the state of the art new infrastructure and effective and efficient support systems and processes.

Recruitment of capable staff, both academic and support, continued to receive priority during the reporting period. Furthermore, the creation of a vibrant student life is a contributing factor to the holistic development of students and has remained a priority as students participated in local, national and international events.

In 2017, a total of 1768 students were enrolled in nine academic programmes. 2017 was a year of consolidation of the academic project as no new programmes were launched. However, the University received accreditation from the Council on Higher Education to offer three new programmes in 2018, namely, Bachelor of Arts, Bachelor of Commerce and the Advanced Diploma in Hospitality Management.

UMP has continued with the implementation of the Strategic Plan (UMP Vision 2022) which was approved by Council in 2015. This is a 7-year strategic plan that sets the direction and foundation for the pioneering Journey "**uhambo lwemhlahlandlela**" for the University of Mpumalanga.

Our Strategic Plan *(UMP Vision 2022)* informed and guided our various strategic initiatives, interventions and major projects for 2017. The strategic direction of the Siyabuswa Campus has started taking shape with the approval by Council of the Siyabuswa Campus Strategic Plan in October 2017.

The Annual Report provides a snapshot of the achievements of UMP during 2017.

2. 2017 PERFORMANCE ASSESSMENT REPORT

2.1 INTRODUCTION

The 2017 Performance Assessment Report is informed by the Seven Year Strategic Plan of the institution, UMP Vision 2022, which was approved by Council in July 2015. One of the important developments in 2017 was the approval by Council of the Policy on Management of Performance Information. The policy provides the framework and the guiding principles for the management of information.

Two Annual Performance Plans (APP) were developed for the 2017 academic year. The first APP was based on the template provided by the Department of Higher Education and Training (DHET) and the second APP was informed by the Strategic Plan of the University.

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 2017 were divided into four sections: Access, Success, Efficiency and Research Outputs.

Access: The overall enrolment target for 2017 was 1773 and the actual enrolment was 1768 which suggests a deviation of 0.28%. The target for first time entering students was 800 and the actual performance was 792 which is a deviation of 1%.

Enrolments in the other humanities category were 9% above the target due to the high enrolments in the Bachelor of Development Studies.

Most of the ministerial approved targets had deviations ranging from 0.2% to 2.9%.

Success: In this section UMP met its success rate target of 12% and exceeded it by 3.9% (from 12% to 15.9%).

Efficiency: This section covers Instructional/Research professional staff including part time staff headcount of permanent Instructional/Research professional staff; Percentage staff with doctoral degrees; number of nGAP staff and a ratio of FTE students to FTE Instructional/Research staff. The target for the Instructional/Research professional staff including part time staff was 88 and the actual was 87, with a deviation of 1.1% due to delayed recruitment. The number of nGAP staff engaged was on target (6 staff members) and the ratio of FTE students to FTE Instructional/Research staff being 18:3:1 instead of 18:5:1. The percentage staff with Doctoral degrees was exceeded by 5%. Reasons for these deviations are given in Annexure 2.

Research Outputs: The target for publication units per Instructional/Research staff was 0.6 and we achieved 0.5 units because of two major reasons: we still have a large number of our academic staff, incorporated from the former Lowveld College of Agriculture, who are trying hard to build their career and appreciate research. The other cause for not meeting the target is attributed to the introduction, in 2017, of a new system (Research Output Submission System) that is still being perfected for use by DHET to calculate research output coupled with the ongoing debate on identification of predatory and non-predatory journals. UMP has not yet enrolled Masters and Doctoral Students.

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. Secondly, 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 Grant (RDG), we have successfully raised funds from the Sector Education and Training Authorities (SETAs) and the National Research Foundation (NRF) and this has greatly reduced the expenditure against the Research Development Grant (RDG).

Our ability to reduce the expenditure against the TDG and RDG is important given that the University has not been provided with additional funds but had to take funds from the Earmarked Grant. The low expenditure does not reflect low levels of activity in these areas as reflected in the separate reports. The Department of Higher Education and Training (DHET) has introduced the University Capacity Development Grant (UCDG) which is going to replace the TDG and the RDG. This will address the under expenditure on the TDG and RDG in 2018.

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

During 2017, there was a total of 176 objectives in 11 activity areas. Of these 157 (89.2%) were achieved during the year. **(See Annexure 3)**

Activity Area 1: Governance and Strategic Leadership and Management.

Goal:

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

Objectives:

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

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

The major achievements in this activity area were the approval of the Siyabuswa Strategic Plan by Council and the alignment of institutional structures and processes with the UMP Statute. The implementation of the Risk Management Policy and the Risk Management Framework was monitored on a quarterly basis using the matrix for the Audit, Risk and IT Governance Committee of Council.

Activity Area 2: Research and Knowledge Generation

Goal 1:

Create and support an environment that fosters research quality and productivity.

Goal 2:

Develop and sustain the research capacity of staff and students.

Goal 3:

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

Objectives:

- Provide an enabling policy and funding framework for research to improve research quality and productivity;
- 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;
- Identify and develop institutional research themes; and
- Exposing staff to advanced statistical analyses tools and state of the art computational number crunching of large amounts of data.

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

The main achievements in this activity area are:- the full integration of Siyabuswa staff into the UMP research processes and procedures that are guided by Council approved policies; submission of the 2016 DHET Research output report to DHET in May 2017 worth 32.99 units which is almost twice the number of units produced in 2016 (16.77 units); appointment of 3 Postdoctoral Fellows from South African universities and an allocation of one from UK under the NRF/DST Newton Fund; completion of Doctoral studies by two staff (Drs Juliet Masalesa and Oswald Mhlanga); NRF support for research projects, internship and positive results on Thuthuka, Knowledge Interchange and Collaboration Programme, and NRF Rating applications.

UMP increased the number of NRF rated researchers by 1 (Dr Tarombera Mwabvu received a C2 Rating). Also of note are the identification of 7 Institutional Research Themes with Theme Drivers; signing off of on the CATHSSETA (Culture, Arts, Tourism, Hospitality, Sport Sector Education Training Authority), Research Chair of Hospitality and Entrepreneurship with the Service SETA as well as the Erasmus + Project Agreement with the EU and other national and international higher education institutions.

Activity Area 3: Teaching and Learning

Goal 1:

Develop a PQM and enrolment plan that is appropriate for the Multi-Campus Comprehensive University that is responsive to our context.

Goal 2:

Develop and sustain capacity and ability of staff as educators.

Goal 3:

Broaden access to UMP and support access with success.

Objectives:

- Develop an academic plan that will inform, underpin and support all academic activity;
- Conceptualise, develop and launch new qualifications that will both stand alone and support articulation within UMP and between institutions;
- Promote the use of diverse modes of programme delivery both within and between campuses;
- Provide formal exposure to the work environment through inclusion of WIL [Work Integrated Learning] in programmes;
- Attract, nurture and develop academics as reflective practitioners;
- Accept a range of minimum entrance requirements including Recognition of Prior Learning;
- Provide a scaffolded programme of student support and mentorship;
- Provide a flexible qualification structure that promotes success; and
- Broaden access to UMP and support access with success.

87% of the objectives were achieved in this activity area.

Three objectives were not achieved and in two cases this was due to delayed appointment of staff. In all three cases, the objectives will be achieved during 2018.

Highlights for the year include the development of a new common module titled "Mpumalanga in Context", which will be piloted in 2018 in the first year of two qualifications.

This module addresses the aim expressed by the Vice-Chancellor in her Inaugural address that all students at UMP will enrol for a grounding module on the geological history of the Province and in which our students will be introduced to diverse knowledge traditions, world views and cultural values, including indigenous knowledge grounded in the African context.

The University submitted a Quality Enhancement Report to the CHE and made good progress on the development of a Quality Assurance Framework which will be completed in 2018.

Good progress was made on the policy front as demonstrated by finalisation of the following policies:

• Policy for Development of New Academic Programmes;
• Policy for the Review of Academic Programmes;
• Policy for E-Learning;
• Policy on Programme Advisory Boards;
• Staff Development Policy; and
• Workload Allocation Guidelines

In terms of PQM development, the University submitted business plans and applications for PQM clearance for the Bachelor of Administration and Bachelor of Arts in Media, Culture and Communication. The University received PQM clearance for the Advanced Diploma in Nature Conservation, Advanced Diploma in Information Communication Technology and Bachelor of Development Studies Honours, and submitted the Advanced Diploma in Nature Conservation, and Bachelor of Development Studies Honours to the CHE for accreditation.

During 2017 the University received accreditation for the Advanced Diploma in Hospitality Management, the Bachelor of Arts and the Bachelor of Commerce which will be launched in 2018.

The University was awarded a further three New Generation Academics Programme (nGAP) posts in Early Childhood Education, to be based at the Siyabuswa Campus, Economics and Hospitality and filled these posts with excellent young aspirant academics who will join the University in 2018.

Activity Area 4: Planning and Institutional Support

Goal 1:

Promote the development and maintenance of iconic infrastructure and Facilities.

Goal 2:

Establish effective systems and processes in support of integrated Planning.

Goal 3:

Establish and enhance quality institutional support services.

Objectives:

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

70% of the objectives were achieved in this activity area.

The main achievements included the development of an integrated planning model, submission of HEMIS data on time to DHET, development of the Emergency Evacuation Plan and Continuity Plan, development of an ICT Disaster & Business Continuity Plan, development of an ICT Master Plan, upgrading of the Siyabuswa ICT infrastructure, development of the Intranet and Share point and the implementation of Moodle E-Learning System.

The objectives which were partially achieved included the implementation of the monthly inspections by the Safety Health and Environment (SHE) representatives, upgrading of road markings/signage on existing road networks, and installation of flood lights at the Siyabuswa Campus.

Activity Area 5: Quality Student Experience

Goal 1:

Create an effective and progressive student leadership.

Goal 2:

A vibrant and active student life.

Goal 3:

Promote the holistic development of students.

Objectives:

- Ensure the existence of functional student leadership structures;
- Provide development programmes for the student leadership structures;
- Promote 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; and
- Encourage community engagement and support initiatives by students.

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

The University saw a number of major achievements in this activity area, including holding a successful free and fair SRC and CRCs elections, the provision of training and development programmes for the student leadership, holding of effective MANCO/SRC quarterly meetings, the establishment of over 10 student societies to support the provision of a vibrant and active student life, as well as the participation of 6 sporting codes in the University Sports South Africa (USSA) tournaments. The Dean of Students and the SRC President, SRC Secretary General and the SRC Sports and Recreation Officer visited Strathmore University in Nairobi, Kenya, on a benchmarking visit.

The University accorded the newly elected 2018 SRC President a developmental opportunity and arranged for him to attend and participate at the 7th Annual International Leadership Conference organised by the Makerere University Business School, Uganda, from 29 November 2017 to 1 December 2017, where he was also accorded an opportunity to talk in one of the sessions.

The University recorded an over-achievement in the accreditation of 30 off-campus accommodation providers for use by students who could not be accommodated on campus in Mbombela, the provision of 39 personal development programmes for students, and the successful performance of the ENACTUS: UMP Team where the team which was established in 2016 with only 12 members grew to 65 members and came up with two community development projects. Both our projects won and took honours in their categories at the ENACTUS national competition held in Sandton in July 2017. In total our ENACTUS Team brought home 7 trophies from the competitions. The University launched the "Love My Campus" Campaign, a project to promote the love of the University by students and staff. Staff and students committed themselves to this campaign by signing a pledge towards upholding and taking care of our iconic infrastructure, state of the art facilities and equipment.

Activity Area 6: Engagement and Partnerships

Goal 1:

Promote engagement for the public good.

Goal 2:

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

Goal 3:

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

Objectives:

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

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

The major achievements in this area are the participation of staff and students from both campuses in community development projects on Mandela Day and the successful participation of the ENACTUS students at the National competition held in July. MoUs were signed with the eHlanzeni TVET, Kirkwood Community College, (Iowa, USA), University of Swaziland and the Services SETA. Three Short Learning Programmes were offered in collaboration with strategic partners.

Activity Area 7: Finance

Goal 1:

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

Goal 2:

Develop a diverse range of income streams.

Goal 3:

Ensure efficient utilization of assets and resources.

Objectives:

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

93.8% of the objectives were achieved in this activity area.

The objective that was not achieved was the development of a fund raising strategy which will be developed in 2018.

The main achievements were the timely submission to DHET of the unqualified audit for 2016, the timely submission of quarterly management accounts that were presented to Council, the approval of the revised Supply Chain Management Policy and the completion of the Fixed Asset Register.

Activity Area 8: Human Resources

Goal 1:

Create and sustain an affirming institutional culture for all staff.

Goal 2:

Attract, develop and retain talented UMP staff.

Goal 3:

Facilitate Employee Wellness programme that will benefit all staff.

Goal 4:

Ensure effective and efficient HR systems and processes.

Objectives:

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

83.3% of the objectives were achieved in this activity area.

Those that were not achieved, are those which were still subjected to Collective Bargaining processes with Organized Labour, to ensure that there was agreement on the details of the process. These included, amongst others, the last phase of the Harmonization Project, which will ensure that all incorporated staff are placed fairly in UMP salary scales. The second aspect, which is linked to the first, is Salary Structuring, especially for staff who are still on the traditional Basic plus Benefit salary packages. For both these outstanding issues, there are catch-up plans in place to ensure that these are finalised.

In terms of achievements, the following are worth mentioning in this report, the implementation of the Change Management Programme as part of the Pioneering Journey for UMP, where the focus was at Siyabuswa Campus due to new staff who became part of UMP in 2017, the Leadership Development Program for Executives, and the finalisation of the three-year Employment Equity Plan for UMP. It is also worth mentioning that UMP's Leave System is now on-line, and this has enhanced the levels of efficiency in leave management, and minimised audit queries.

Activity Area 9: 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:

- Initiate the On-line Applications project for 2018 academic year;
- Initiate the MOBI online system project to manage the Conditional Offers in January 2018;
- Train the Siyabuswa Staff (both support and academic) on the ITS I-enabler;
- Coordinate the Implementation of Staff Intranet, SharePoint for paperless meetings and document management.

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

The main achievements were the establishment of an on-line applications platform, online MOBI System for enquiries and applications for walk-ins, the development and use of the on-line registration for students and the capturing of student data on the ITS system.

The SharePoint platform was developed to manage committee meetings and use of the staff intranet to post all approved polices.

An over achievement was noted in the training of the Siyabuswa staff, both in the academic and support divisions on the ITS System.

Activity Area 10: New Infrastructure Projects

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; and
- Establish an Effective Integrated Planning Framework.

63.6% of the objectives were achieved in this activity area.

The Council approved the updated Five Year Infrastructure Development Funding Programme 2015/16 – 2020/21 on 30 March 2017. The Infrastructure Development Programme budget was updated when new contracts are awarded, when contracts were concluded and when the planning for new projects commenced. In alignment to the Five (5) Year Programme, the Procurement Plan for New Infrastructure Projects was approved by Facilities, Planning Infrastructure Committee on 02 March 2017.

In 2017, the New Infrastructure Projects Close-out Handover Protocol was developed as a guide for handover to the End User and the Operations Division of the University for newly constructed infrastructure. The Protocol aimed to standardise the procedures to be followed and also enable the Operations Division to be in possession of adequate data and information regarding the Infrastructure Asset. This enabled efficiency in operation and maintenance of the Asset throughout its lifecycle.

The Facilities Planning and Infrastructure Committee of Council endorsed the construction commencement of infrastructure which comprised of NBP0003- ICT building, NBP0005-Hospitality and Tourism building, NBP0006-Multi-Purpose Academic Teaching Venue and NBP0007 Administration building, and the Urban Fabric and Landscaping.

The Strategic Design Briefs (Stages 3, 4, 5) for construction of Urban Fabric, Landscaping and Parking around Campus were finalised in March 2017. This was followed by a procurement process to appoint a Contractor which resulted in a Contract Award on 15 December 2017. Concurrently, the University also concluded the Strategic Design Briefs (Stages 3, 4 and 5) for the Lower Campus Infrastructure Development including Roads, Storm water, Sewer, Potable water, Electricity, Reticulation Chiller Plant and Urban Fabric and Landscaping on 05 December 2016 and 03 March 2017.

The construction of the Lower Campus Infrastructure Development commenced in February 2017. The Civil Infrastructure construction progress at 30 December 2017 was at 70%, Chiller Plant and Electrical Infrastructure were at 85% complete.

Activity Area 11: Marketing and Communication

Goal:

To communicate and market UMP academic programmes.

Objectives:

- To increase the enrolment figures at UMP according to the UMP Enrolment Plan and market all available academic programmes;
- Build positive relationships with UMP stakeholders;
- Develop a responsive Website to provide accurate information, building UMP brand, establishing loyalty, improve interaction with current and prospective students and stakeholders;
- To promote the UMP brand by communicating and marketing compelling examples of UMP's stature, good stories/achievements in its core areas and contributions to society; and
- To effectively and efficiently take the lead in organizing the logistics for UMP Institutional events in collaboration with other stakeholders.

72.7% of the objectives were achieved in this activity area.

The major achievements in this activity were the successful organisation of the Open Day, the national wide recruitment campaigns and the database of prioritized stakeholders. The objectives that were not achieved were the creation of web analytics, Social Media Policy and the list of approved publications. These three activities have been prioritised for the first semester 2018.

2.4 CONCLUSION

In 2017, UMP continued to offer nine programmes at diploma, undergraduate degree and advanced diploma levels and admitted 1769 students.

The enrolment in science, engineering and technology was highest (1105) followed by Education (401) and the least was Business/Management (70). The University continued to submit new programmes to the DHET and CHE for approval. The Programme for Academic Staff Support and mentoring programme for students were in place and workshops were held regularly of staff on both campuses.

The number of instructional/Research professionals increased to 88 with a pleasing increase in the percentage with a Doctoral qualification to 26%.

In 2017, 179 objectives were identified as part of the Annual Performance Plan 157 (89.2%) of these objectives were fully achieved by the end of the academic year and 19 (10.8%) were not fully achieved. It is worth noting that for those objectives that were not fully achieved, considerable progress was made. The plan is to ensure the achievement of these objectives during the first semester of 2018. Council is, therefore, satisfied with the performance of the institution in 2017.

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

Governance of the institution, in terms of the Higher Education Act of 1997 (as amended) and the Statute of the University of Mpumalanga, is vested in the Council. Council serves as the employer and carries fiduciary responsibility for the University. It is also accountable for the other statutory structures defined in the legislation, including Senate, the Institutional Forum and the Students Representative Council. Senate is accountable to Council for governance of the academic project and recommends the policies and rules required for this purpose to Council for approval.

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

3.2 GOVERNANCE

2017 was the first year of the implementation of the UMP Statute which was promulgated in August 2016. A process of aligning governance structures with the UMP Statute was initiated. This resulted in changes in the composition and charters of the governance structures. This process will be finalised in 2018.

Members of Council attended a workshop on the King IV Report on Corporate Governance for South Africa that was facilitated by the Internal Auditors, Sizwe Ntsaluba Gobodo in March 2017. The Vice-Chancellor, Registrar and Deputy Director: Secretariat Services attended the Corporate Governance and The King IV Report 2017, presented by Professor Mervyn King in October and November 2017.

The University Council and Council Committees met quarterly to perform their fiduciary duties. These structures are working efficiently and have made significant strides towards effective governance at UMP.

Council is furnished with comprehensive quarterly review reports by the Vice-Chancellor which provide a strategic overview of the performance of the University. These reports cover the following:

• Higher Education Sector Matters
• Academic Matters
• Academic Administration and Institutional Support

- Vibrant Student Life
- Human Resources
- Finance
- Engagements/Partnerships
- New Infrastructure Projects and Maintenance

Council has again in 2017 continued with the assessment of its own performance as well as that of its committees. The fact that Senate, Committees of Council and the Institutional Forum also undertook self-assessment is laudable. The survey was used by all of the Council Committees for a second time in this round. The participation rate for most committees was 10% higher on average than in the previous year, but remains variable ranging from 60% and pleasingly in four committees up to 100%. Overall the average participation was 84%.

The areas covered by the assessment were as follows:

- Duties and Functions
- Support of the Committee
- Time and location of meetings
- Chairperson
- Attendance
- Recordings/minutes
- Membership

Presented below are the outcomes of the assessment of Council.

Duties and Functions
The section explored the Council members understanding of the duties and functions of Council and the alignment between the duties and functions and the actions taken and or the decisions made by the Council. The overall performance in this section was 4.39 or 79% which was classified as Good.

Support for the Committee
The section dealt with the assessment by the Council members of the adequacy of the resources to support Council responsibilities as well as the respect and support received from key stakeholders in the University.

The overall performance was 4.39 or 79% which was classified as Good.

Time and Location of Meetings
The section explored the frequency, scheduling of meetings as well as the venue that allows for variety of modalities. The distribution of meeting packs timeously as well as the appropriate use of time during the meetings were explored.

The overall rating was 5 or 90% which was classified as Great.

Chairperson
The effective functioning of Council as directed by the Chairperson as a person who exercises independent judgement and objectivity and the handling of meetings, were explored.

The contribution of the Chairperson to effective decision making, resolving of disagreements and ensuring that proposals and decisions are properly understood before a resolution is taken were explored. The overall rating was 4.59 or 78% which was classified as Good.

Attendance
Meeting attendance and the arrival of members on time were assessed.
The overall rating was 78% or 4.33 which was classified as Good.

Recording/Minutes
This section assessed the quality of the minutes of Council. The overall assessment was 79% or 4.39 which was classified as Good.

Membership
The membership of Council in terms of talent and skills required to fulfil the duties and function of Council was explored. This also covered the respect and courtesy that members accord each other.

The overall rating was 4.65 or 84% which was classified as Great.

The overall rating for the performance of Council is 4.48 which is classified as Good. The Council is to be commended on its proactive approach to ensuring this introspection procedure. The pursuit of good governance is essential and must be founded on strategic thinking and being values driven, self-reflection is a commendable aid in the pursuit of excellent governance.

The process that UMP has embarked upon creates a pattern that has the potential to shape the University into becoming a learning institution which implies a commitment to self-analysis and reflection, which leads to continuous enhancement of performance.

Council continued to provide an oversight role in achieving the objectives set for this period in the Annual Performance Plan which is derived from the Strategic Plan, UMP Vision 2022. The performance of the institution against the predetermined objectives was audited by the Internal Auditors. The Strategy Committee of Council monitors on a quarterly basis the performance of the institution in relation to the set targets and makes recommendations to Council.

3.3 GOVERNANCE OF RISK

The risk register was reviewed in September 2017 following a comprehensive risk assessment facilitated by the Internal Auditors, Sizwe Ntsaluba Gobodo. The 2017/2018 risk register was approved by Council in October 2017. The following institutional risks were identified:

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

Action plans have been identified to mitigate these risks and are monitored by the Audit Risk and IT Governance Committee (ARIGC) which is a sub-committee of Council. The External and Internal Auditors attend meetings of ARIGC by a standing invitation.

The Risk Management Committee which is a sub-committee of MANCO monitors the risk register of the institution and considers emerging risks that are identified by the various divisions. The Risk Management Committee submits quarterly reports to ARIGC.

Risk Champions have been appointed at the divisional level to assist with the identification and management of risks.

3.4 COMPLIANCE WITH LAWS, CODES, RULES AND STANDARDS

The University has complied with all applicable laws, codes, rules and standards during the year under review. As part of the University of Mpumalanga internal audit plan for 2017, a Corporate Governance Review was performed.

The corporate governance review was based on discussions with Chairperson of Council, Deputy Chairperson of Council and Chairpersons of Council Committees, Vice-Chancellor and Registrar. The review and analysis of the relevant and available procedures, guidelines, records and management information system were discussed.

The high level scope of the audit was to evaluate the compliance and adequacy of governance structures against the Higher Education Act of 1997, the University of Mpumalanga Statute, King IV, other Protocols on Corporate Governance and Charters. The focus was on:

• Review of governance structures and processes;
• Organisational structure;
• Delegated Levels of Authority;
• Reporting requirements;
• Compliance to legislation, regulations, policies and procedures; and
• Charters/Terms of Reference.

The outcome of the evaluation of the Governance Processes environment was classified as Good (Adequate and Effective) by the Internal Auditors. In the year under review 17 policies were approved by Council as reflected in **Appendix A**. All the policies include a section that deals with the compliance with the regulatory framework including other pertinent UMP policies.

3.5 GOVERNANCE OF INFORMATION COMMUNICATION TECHNOLOGY

Information Communication Technology (ICT) Governance has been described as the effective and efficient management of ICT resources and processes to facilitate the achievement of the University's goals and objectives. The ICT Governance Framework was approved by Council and since its successful establishment and implementation, there has been a change in the way IT is governed and controlled at the University.

The framework requires that ICT Risk Management be implemented in order to address the safeguarding of ICT assets. The ICT Disaster Recovery Plan was approved by Council and the plan ensures that the University can recover from technological failures resulting from any form of disaster. In order to ascertain that there is transparency about the significant ICT risks, the ICT division maintains an ICT Risk Register as part of the UMP Risk Register.

The ICT also commenced its ICT strategic planning exercise by engaging the Vice Chancellor, Executive Management and users from various divisions in defining clear and measurable objectives. The CIO continuously reports to MANCO, ARIGC and the IT Committee on ICT developments. A total amount of R14.5m was spent in implementing the ICT infrastructure in new buildings and a total of R13.4m has been incurred as capital and operational expenditure for the year.

In order to ensure the proper management of IT Equipment, the IT Division developed the Equipment Allocation Policy that was approved by Council. The policy gives guidelines and principles for ICT Infrastructure allocation to all staff members. ICT also developed the allocation standards for computer equipment

to staff members. This document contains scoping and technical requirements for all ICT equipment that has to be allocated to staff and student facilities like laboratories and teaching venues. In order to maximise the availability and reliability of the University's IT infrastructure, different support and maintenance contracts were entered into with suppliers and a total amount R3.08m was spent on this activity.

A total amount R755 000 was spent on software license renewal. An in-house service desk software was implemented as a single point of contact to access appropriate levels of IT technical support in an efficient manner. Some systems, like Moodle, were moved to the cloud to reduce the cost of administration and support while offering guaranteed uptime to both staff and students.

3.6 STRATEGIC LEADERSHIP/MANAGEMENT

Council together with the Executive Management provided strategic leadership/ management of the institution in line with the Vision, Mission and Values of UMP. Council through its various structures has provided oversight of the functions of the institution. The regular interaction and communication between the Chair of Council and the Vice-Chancellor has ensured a constant bridge between Council and Management. This is important for the effective functioning of the institution.

3.7 ASSESSMENT OF INSTITUTIONAL PERFORMANCE PER THE ANNUAL PERFORMANCE PLAN

UMP has performed exceedingly well in 2017 to achieve the objectives set in the 2017 Annual Performance Plan. 89.2% of the objectives were fully achieved and the remaining 10.8% were partially achieved.

Performance in the following Activity Areas was 100%

- Activity Area 1: Governance and Strategic Leadership and Management
- Activity Area 2: Research and Knowledge Generation
- Activity Area 6: Engagement and Partnerships
- Activity Area 9: Academic Administration
- Activity Area 5: Student Quality Experience

In the area of Governance and Strategic Leadership all the objectives set for 2017 were achieved which is evidence of sound governance at the University.

Performance in the other Activity Areas ranged between 63.6% and 93.8%. All the objectives that were partially achieved in 2017 will be completed in 2018.

3.8. CONCLUSION

The foregoing achievement, together with the results of the evaluation (all in the good to great classification), signify the hard work and the dedication of Council members to UMP.

Our University has made an active commitment to make a pioneering and critical contribution, through the dissemination of knowledge, to tackling developmental challenges and opportunities in partnership with government, civil society and industry. This commitment is captured in UMP's Vision 2022; in which it seeks to become "An African University leading in creating opportunities for sustainable development through innovation".

As a University we are committed to offer our students a life-changing experience through high quality curricula and co-curricula programmes which promote the principles of excellence, free enquiry and academic integrity.

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);
   • positive academic atmosphere;
   • disciplinary matters regarding staff and students;
   • the language policy of the University in concurrence with the Senate, as
      - required by section 27 of the Act;
   • the admission policies of the University in consultation with the Senate as
      - required by section 37 of the Act; and
   • the approval of the Rules of the University.

4. The Council may establish committees to assist it in carrying out its duties and may, subject to the provisions of the Act and the Statute, delegate appropriate functions to its committees.

5. The Council may, subject to the provisions of the Act and the UMP Statute, delegate functions to the Vice-Chancellor, with the right to delegate further, subject to applicable University policy and the Council-approved delegation frameworks.

6. Subject to section 34 of the Act, the Council:

   • appoints people whom the Council considers necessary to manage the University effectively in accordance with the Rules, and
   • after consultation with the Senate or a committee of the Senate appoints and promotes academic employees.

7. The Council may delegate its functions in terms of sub-paragraph (6)(a) to a committee of the Council, with the right to delegate, provided that the Council may not delegate the appointment of the Vice-Chancellor, the Deputy Vice-Chancellor(s), Executive Officials and the Registrar.

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

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

- must be a person with knowledge and experience relevant to the objectives and governance of the University, with adequate capacity to discharge his/her duties to the Council diligently;
- 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

Prof M D Mabunda,
Chairperson

Ms C Mabuza,
Deputy Chairperson

Prof T Mayekiso

Prof R L Howard

Prof R Bernard

Ms H Thrush

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

Prof M Mbewe

Prof P Lukhele-Olorunju

Mr M Sithole
SRC President

Mr N Nkambule
SRC: Secretary General

	TABLE 1: COUNCIL MEMBERSHIP AND ATTENDANCE		
Nr	Name & Surname	Constituency	Percentage of Meetings Attended
1.	Prof Madoda D Mabunda	Council Appointee	75%
2.	Ms Charmaine Mabuza	Public Appointee	75%
3	Ms Helen Thrush	Council Appointee	75%
4.	Dr Bethuel L Kgobane	Public Appointee	75%
5.	Ms Cynthia Ledwaba	Public Appointee	100%
6.	Ms Idah Makwetla	Public Appointee	50%
7.	Mr Gay T Mokoena	Public Appointee	75%
8.	Ms Linkie Mohlala	Public Appointee	75%
9.	Prof Simeon S Ripinga	Public Appointee	50%
10.	Dr Nwamilorho J Tshawane	Public Appointee	100%
11.	Adv. Collen J Weapond	Public Appointee	25%
12.	Ms Idah Mahlangu	Ministerial Appointee	100%
13.	Mr Moerane M Maimane	Public Appointee	75%
14.	Mr Molebaleng A Mashego	Ministerial Appointee	100%
15.	Dr Xolani Mkhwanazi	Ministerial Appointee	0%
16.	Prof Thandabantu R Nhlapo	Ministerial Appointee	100%
17.	*Mr Calvo P Mawela	Ministerial Appointee	0%
18.	Mr Ntobeko Dyira	Academic Staff Representative	75%
19.	Mr Raymond Mkhwanazi	Academic Staff Representative	75%
20.	Mr Petrus B Mtsweni	Support Staff Representative	100%
21.	Mr Sello D Ngema	Support Staff Representative	100%
22.	Prof Thoko Mayekiso	Vice-Chancellor	100%
23.	Prof Rachmond L Howard	DVC: Planning &Institutional Support	100%
24	Prof Ric Bernard	DVC: Academic	100%
25.	Prof Moses Mbewe	Senate Representative	100%
27.	Prof P Lukhele-Olorunju	Senate Representative	100%
27.	Mr Moses Sithole	SRC : President	100%
28.	Mr N Nkambule	SRC : Secretary General	75%
Total Percentage Attendance			**82%**

*   Mr C Mawela resigned as a member of Council on 1 April 2017.

Council met four times in 2017, on 30 March, 30 June, 05 October and 30 November 2017. The average attendance was 82%. The Council of the University consisted of 28 members and the percentage of external members was 61% in comparison to 39% of internal members.

4.2 COMMITTEES OF COUNCIL

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

a) Nominations Committee of Council (NC)

Role of the Nominations Committee

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

The role of the Committee is to ensure appropriate and equitable representation on Council committees and joint Council/Senate committees; and

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%
Total	**75%**

The Committee held two ordinary meetings and one special meeting in 2017 and the average attendance was 75%. The meetings were on 07 February, 01 August, and the special meeting was held on 19 October 2017.

b) Executive Committee of Council (EXCO)

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

Role of the EXCO

Serves as the executive body of the Council;

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

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

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

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

TABLE 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	67%
Mokeona G	100%
Ripinga SS	100%
Total	**95%**

The Committee held four ordinary meetings on 16 March, 26 June, 18 September and 16 October 2017. The average attendance was 95%.

c) Strategy Committee of Council (SC)

Role of the Strategy Committee of Council

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

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

TABLE 4: MEMBERSHIP AND ATTENDANCE OF THE STRATEGY COMMITTEE	
Name of Member	Attendance
Weapond J C (Chairperson)	67%
Bernard R	100%
Howard RL	100%
Mashego A	100%
Mayekiso TV	100%
Tshawane NC	100%
Total	**94%**

The Committee held three ordinary meetings in 2017, with an average attendance of 94%. The meetings were held on 7 March, 01 June and 6 September 2017.

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

Audit and Risk

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

- Ensure that business risks are continually assessed and that effective internal control systems are developed and implemented so as to minimise material risks and prevent losses;
- Establish an effective communication channel between the Council, Management, the Internal Auditors and the External Auditors;
- Ensure on behalf of the Council that the Management of the University has a proper risk management framework in place to manage significant risks facing the University;
- Review the risk management processes and the significant risks facing the University;
- Reports to the Council on its risk management responsibilities; and
- Comply with the provisions of section 41 of the Higher Education Act, 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)	75%
Keyser A	Matric & Governance Courses from WITS Business School	100%
Ledwaba M C	B Tech Management (Honours) Durban University of Technology	100%
Thrush H	B. Compt Honours - (UNISA)	75%
Total		**90%**

Invitatees:

Prof T Mayekiso, Vice-Chancellor

Mr J Vele, Chief Information Officer

Mr K Pather, Executive Director: Finance

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

The Committee held four ordinary meetings in 2017, with an average attendance of 90%. The ordinary meetings took place on 02 March, 05 June, 08 September and 07 November 2017.

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

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

Role of the Governance, Finance and Investment Committee

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

TABLE 6: MEMBERSHIP AND ATTENDANCE OF THE GOVERNANCE, FINANCE AND INVESTMENT COMMITTEE OF COUNCIL (GFIC)	
Name of Member	Attendance
Mkhwanazi X (Chairperson)	75%
Pather K	100%
Mahlangu IM	100%
Mayekiso TV	100%
Mokoena TG	75%
Total	**95%**

The Committee held four ordinary meetings in 2017, with an average attendance of 95%. The meetings were held on 25 March, 30 May, 07 September and 31 October 2017.

f) Human Resources Committee of Council (HRC)

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

Role of the Human Resources Committee

The Human Resources Committee of the Council (the Committee) is a committee of the Council contemplated in paragraph 27(2) (b) of the University of Mpumalanga Statute, promulgated in terms of the Higher Education Act, 1997, as amended.

TABLE 7: MEMBERSHIP AND ATTENDANCE OF THE HUMAN RESOURCES COMMITTEE OF COUNCIL	
Name of Member	Attendance
Maimane M (Chairperson)	100%
Nhlapo T	80%
Makwetla I	40%
Umlaw M	80%
Mayekiso TV	100%
Mavuso L	100%
Total	**77%**

The Committee held four ordinary meetings in 2017, with an average attendance of 77%. The meetings were on held 21 February, 02 June, 05 September and 01 November 2017.

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

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

Role of the Facilities Planning and Infrastructure Committee

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

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

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

TABLE 8: MEMBERSHIP AND ATTENDANCE OF THE FACILITIES PLANNING AND INFRASTRUCTURE COMMITTEE OF COUNCIL	
Name of Member	Attendance
Els G (Chairperson)	75%
*Mashego A	100%
Howard RL	75%
Mayekiso TV	100%
Tshawane NC	75%
Mokotedi D	100%
Total	**75%**

* Mr A Mashego was appointed with effect from the 30 June 2017.

The committee held four ordinary meetings in 2017, with an average attendance of 75%. The meetings were held on 28 February, 30 May, 06 September and 02 November 2017.

h) Remuneration Committee of Council (REMCO)

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

Role of the Remuneration Committee of the Council

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

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

TABLE 9: MEMBERSHIP AND ATTENDANCE OF THE REMUNERATION COMMITTEE OF COUNCIL	
Name of Member	Attendance
Kgobane BL (Chairperson)	100%
*Nhlapo T	67%
Mohlala L	100%
Mkhwanazi X	50%
Maimane M	100%
Mayekiso TV	100%
Pather K	100%
Mavuso L	100%
Total	**65%**

Prof Nhlapo was appointed as a member of REMCO on 30 March 2017.

The Committee held four ordinary meetings, and two special meeting in 2017, with an average attendance of 65%. The ordinary meetings were held on 23 February, 26 May, 07 September and 31 October 2017 and a special meeting was held on 21 April 2017.

4.3 STATEMENT ON CONFLICT MANAGEMENT

The University has adopted a proactive approach to student and employee engagement that is intended to reduce the risk of conflict, and thereby limit the exposure of the University to unrest and protest actions. The regular positive engagement between members of Management and the Student Leadership and Organised Labour and their accessibility has resulted in the establishment of an atmosphere of open engagement.

The details of adopted strategies are provided in section 4.4.

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

4.4.1 STATEMENT ON WORKER PARTICIPATION

The University of Mpumalanga (UMP), just like most employers has employee representative organizations that have been formally recognized through a Collective Agreement, which has been in place since 2015. Currently there are two recognized trade unions at UMP, namely; the National Education Health and Allied Workers Union (NEHAWU) and National Tertiary Education Union (NTEU). UMP through its Management Committee, has created capacity through the Employee Relations function to coordinate, and facilitate structures and processes which has resulted into a conducive climate between Management and Organized Labour.

Communication and consultative platforms have been created, between Management and Organized Labour to ensure effective communication, information sharing, engagement and Collective Bargaining as reflected below:

- The Employee Relations Consultative Forums with both trade unions, hold meetings on a monthly basis, to deal with operational issues, and ensure that issues are addressed and managed timeously prior to resulting in conflict.
- The Engagement Forum between MANCO and trade unions is scheduled once per term and its purpose is to deal with strategic issues. These meetings are conducted in a form of information sharing, and allow all parties to deal with clarity seeking questions, and also bridge the information gap in the organization.
- The Collective Bargaining Forum which consists of a Management delegation team and trade union representatives, has a schedule which results in meetings held throughout the year. Part of the responsibility of this structure is to negotiate on substantive issues which include annual salary increases for staff who are part of the Bargaining Unit.

The outcomes of these processes are Collective Agreements on salaries and conditions of service for that particular financial year.

- As part of the above processes the UMP has established Terms of Reference (ToR) for the different fora to provide a road map for the committees and contain clear and specific information on how these structures are constituted, and the main objectives of such structures.

UMP has concluded a number of Collective Agreements with Organized Labour since 2015. These include, amongst others, the following:

- Organizational Rights Agreement with both unions which were concluded on 8 October 2015 with NTEU, and on 30 June with NEHAWU.

UMP has also concluded Collective Agreements on salaries, and conditions of service on an annual basis since 2015. The University also provides workshops and training opportunities for both management and unions to create capacity and understanding of Employee Relations processes. The knowledge and skills gained have resulted into a less adversarial approach to collective bargaining issues, and an amicable resolution of issues.

UMP has also resolved one of the outstanding issues on the Leave Management Policy which was arbitrated upon and resolved. The issue entailed the clause on Shut-Down Leave of the University during the December period. Council approved that the affected staff be given back the days which were due to them as deducted in 2015 (08 days) and 2016 (02 days). Those staff who had already exited the system would be paid their leave days and a Collective Agreement to this effect is in place.

UMP has also established the above processes, in order to ensure quick resolution of issues which may result in conflict in the absence of such processes, UMP has established Grievance and Disciplinary procedures.

The two procedures are informed by the Labour Legislation, which prescribed parameters for both parties, in terms of the utilization of such procedures.

For the past 12 months period the institution has not experienced any protest action from staff members.

4.4.2 TATEMENT ON STUDENT PARTICIPATION

The University is pleased to report that the 2017 academic year, saw fewer student protest actions as compared to the previous academic year. The EFF Student Command led a low scale blockage of the entrance to the Mbombela Campus on 23 January 2017, the first day of registration. They were alleging that there was a financial and academic exclusion of students. This incident was immediately resolved after the University Management met with the Campus Student Representative Council to clear the unfounded allegations.

On 16 March 2017, the student body at the Mbombela Campus embarked on a protest action and barricaded the entrance to the Campus. A memorandum of demands was then submitted to the University Management. The demands were mainly on NSFAS funding; off-campus accommodation services; catering company in Siyabuswa Campus; fundraising for students who are not funded; department for the application of UMP policies in off-campus accommodation service providers. The students continued with the protest even after Management had responded to their issues. Students started blocking the construction workers from site. Management was subsequently held hostage by the students who were also becoming violent, and cars of some members of the University Management were scratched by the students were scratched by the students as they were being escorted out of the Campus by the Police.

Some students had started interfering with the equipment and property of the construction companies on site. This unfortunate action by students led Management to shut down the University and send the students home by Friday, 17 March 2017 and to return by Monday 3 April 2017. This University shut down led to a total loss of 12 academic days.

Management arranged and held a meeting with the Campus Representative Council members, on 31 March 2017, after the shutdown period to update the student leadership on developments and also plan for the return of the other students on 3 April 2017. By this time, all of the concerns raised by the students had been attended to in full.

The University has a number of structures that are put in place to achieve good relations between students and management at different levels. The following are some of the structures to ensure that there is continuous engagement and platforms for engagement between students and the University:

- University Management Committee has quarterly meetings with the Student Representative Council (SRC).
- The SRC is part of the University Council and it is represented by two members.
- The SRC is part of SENATE and IF and is represented by two members in each of these structures.
- The Dean of Students holds monthly meetings with the SRC.
- The Dean of Students holds quarterly meetings with the Campus Representative Councils (CRCs).

The SRC is represented in a number of Committees of MANCO within the University where most of the issues that relate to student matters are dealt with, such as, the Student Catering Management Committee; the Student Support Services Committee; the Student Financial Aid Committee; the Safety, Health and Environment (SHE) Committee; the Security Committee; and the Transformation Committee.

4.5 STATEMENT ON CODE OF ETHICS

In accordance with the provisions of the Higher Education Act, 1997 as amended, the University of Mpumalanga Statute and the Code of Conduct for members of Council and the principles of sound, transparent and accountable governance, on an annual basis, members of the UMP Council declare their interests by means of recording such declaration of interests on the Council Member's Declaration of Interest forms which have been approved by Council.

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

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

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 as well as with the Student Representative Council and the Campus Representative Councils.

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. This is recorded in the minutes.

In addition, member of Selection Panels are expected to sign confidentiality forms as part of the recruitment process.

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 EMPOWERMENT TARGETS

During the 2017 calendar year, the following projects primarily contributed to the achievement of the Empowerment Targets across the infrastructure development at the university;

1. NBP0003 – IT Laboratories
2. NBP0005 – Hospitality and Tourism building
3. NBP0006 – Multipurpose Academic Teaching Venue
4. NBP0007 – Multipurpose Administration building

5.3 INTENDED EMPOWERMENT OBJECTIVES

5.3.1 CONTRACT LOCAL CONTENT GOAL (CLCG)

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

5.3.2 BBBEE – BROAD BASED BLACK ECONOMIC EMPOWERMENT

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

5.3.3 CONTRACT LOCAL DIRECT EMPLOYMENT GOAL (CLDEG)

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

TABLE 10: EMPOWERMENT ACHIEVEMENTS AS AT 31 DECEMBER 2017					
Project	Construction Cost	Expenditure to date	BBBE Spend	Local Spend	Local Labour
ICT building	R 47m	44m	R12.3m 28%	R16m 35%	108
Hospitality and Tourism building	R152m	R93m	R9.9m 10.6%	R22m 23%	177
Multipurpose Academic Teaching Venue	R157m	R83m	R49.8m 60%	R24.9m 30%	314
Multipurpose Administration building	R140m	R97m	R28m 28%	R34m 35%	128
Total	**R496m**	**R317m** **63%**	**R100 million** **20%**	**R96.9** **19%**	**727**

6. CAMPUS DEVELOPMENT

6.1 INTRODUCTION

This report provides an overview of progress on the University of Mpumalanga (UMP) Infrastructure during the 2017 academic year. The report covers a year during which the University of Mpumalanga undertook the implementation of substantial new projects as well as the planning of future infrastructure and buildings. The report also tracks the completion of projects originally initiated by the Wits NU PMT 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:

- Completion of three further buildings originally initiated by the WITS PMT and completed under the UMP Project Team;
- Conceptualisation, design and construction start of four new building groups to assist with the expanding academic programme and student enrolment numbers. These are buildings to be completed at the beginning of 2018;
- Initiating the planning, design and construction of two new academics, residential and support facilities buildings for the 2019 Academic Year; and
- 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, work under construction and planned, as follows:

a) Town Planning
b) Lower Campus Overview
c) Lower Campus Buildings 2017-2020
d) Bulk Infrastructure Development both on the Lower Campus and on the Hill Campus

6.2 UMP INFRASTRUCTURE

6.2.1 TOWN PLANNING

The purpose of the Town Planning project is to undertake the proclamation of the UMP Mbombela Campus Township, to finalise the acquisition of land into the name of the UMP and to complete registration of servitudes for all bulk services installed by the UMP.

Establishment of the UMP Township

The NU PMT initiated the process of establishing the University of Mpumalanga Township during 2014. The Proposed General Layout Plan was updated, taking into account all of the latest proposed developments on the Hill Campus. An extension was granted by the City of Mbombela to complete this process by the 8th of May 2018. Any building plans, located on the Hill Campus, will only be approved once the Section 82 certificate is granted.

The newly purchased property, the remainder of portion 75 of Friedenheim, will be incorporated following the proclamation of the Township.

Acquisition of Land

The Department of Public Works still owns six properties of the UMP Campus. The transfer of two of these properties will be undertaken by the State Attorneys' office, with assistance from the UMP team. The transfer documents will be lodged at the Deeds office simultaneously with the Township Proclamation.

Servitude Registration

All the servitudes for the bulk services, emanating from the bulk water, bulk sewer and electrical projects, were registered. Draft servitude agreements and diagrams have been prepared, in consultation with the corresponding landowners, and have been approved by the City of Mbombela. The draft agreement has been sent to the Agricultural Research Council (ARC) for their input:- valuations are being undertaken and a request for approval has been submitted to the Department of Agriculture. The finalizing of the ARC servitudes should be completed by April 2018.
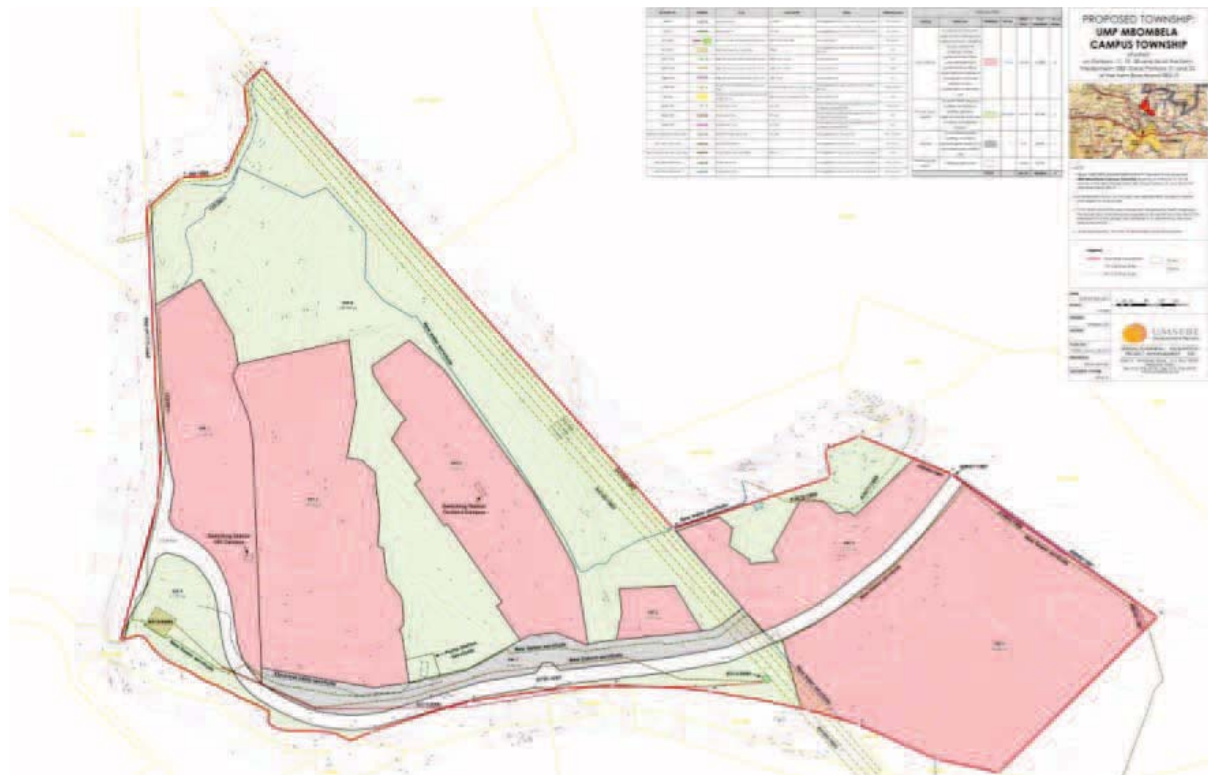
Fig. 1: Proposed Township: UMP Mbombela Campus Township

6.2.2 LOWER CAMPUS OVERVIEW

Fig. 2: Completion of all the building and infrastructure projects on the Lower Campus by 2020

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 Lower Campus by 2020. (Fig.02).

Completing the Lower 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 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.03 indicating the implementation and phasing strategy of the Lower Campus).

Academic Year 2017

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

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

Academic Year 2018

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

a. NBP0003 (L005): ICT Building
b. NBP0005 (L008): Hospitality and Tourism Building
c. NBP0006 (L009): Multi-purpose Teaching Buildings
d. NBP0007 (L010): Multi-purpose Administration Block
e. NBP0016: Extension of the Existing Dining Hall

Academic Year 2019

In preparation for the 2019 Academic Year three critical projects have been initiated. Construction of these will be started in October 2018 and include;

a. NBP0012: Science Research Block
b. NBP0013: New Student Residence and Dining Facility
c. NBP0008: Conference and Wellness Centre

Academic Year 2020

In preparation for the 2020 Academic Year a number of critical projects have been initiated:-

a. NBP0015: Lower Campus Gatehouse
b. NBP0019: Server Building
c. NBP0020: Security Facilities
d. NBP0021: Archives Building
e. NBP0022: Irrigation Laboratory
f. NBP0023: DARDLA Renovation (Second Phase)
g. NBP0031: South Campus Gatehouse
h. NBP0032: Orchards Campus Gatehouse

Fig. 3: Lower Campus Implementation Plan 2016-2020

6.2.3   LOWER CAMPUS BUILDING

Academic Year 2017

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 Human Resources, Registrar, Academic planning and supporting seminar rooms and boardrooms facing north. The council chamber is located on the top floor with grand views over Nelspruit. Design work was completed up to stage 6 under the direction of the NU PMT.

The University of Mpumalanga 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. The building has six fully enclosed parking areas with some additional open parking bays and dedicated pays for people with disabilities.

The construction of the building commenced on the 18th of September 2015 and construction completion was attained on the 10th of February 2017. The building was subsequently handed over for Occupation on the 29th of March 2017.

Fig. 4: NBP0001 viewed from the Memorial Garden

NBP0002: Library and Resource Centre

The Library and Resource Centre is a three-storey building, which functions as the new library for the University of Mpumalanga. The Building has a variety of functions positioned around a secure courtyard, from where there is access to a Library/ Resource and Learning Centre, Post Graduate Research Commons and associated Library staff offices, Computer Learning and Resource Facilities, Seminar/General Learning Rooms and an Auditorium.

The first floor houses the book shelving as well as open spaces for student study areas. The East wing consists of offices. The second floor also consists of student study areas, a large double volume area and offices and meeting rooms on the eastern side. A second phase lightweight structure was added to the building to provide for additional offices and a boardroom on the southern side of the building.

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.

Design work was completed up to stage 6 under the direction of the NU PMT, before handing over the project implementation over to the UMP Infrastructure Team. The construction of the building commenced on the 18th of September 2015, with bulk earthworks and platform, which were done under the Civil works platform. The construction completion was attained on the 17th of March 2017 for the library, which was part of the original scope of works, and on the 04th of July 2017 for the additional offices. The building was subsequently handed over for Occupation on the 18th of July 2017.

Fig. 5: NBP0002 Library Ground Floor Exterior

Fig. 6: NBP0002 Library and adjacent Executive Offices

NBP0004: Residential, Clinic & Sports/Multipurpose Hall

This building 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 seater Multi-purpose Hall, located below the Wellness portion of the building, accommodates large events, exams and indoor sport and recreation functions.

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 NU PMT, before handing over the project implementation 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 the residential portion, with one hundred and fifty bed capacity, which was handed over to the university in January 2017. Phase two consists of the Wellness Centre and Student Union facility, while Phase three consists of the multipurpose hall that can accommodate indoor sporting facilities, exams, graduations and university functions.

Fig. 7: NBP0004: Phase 01 Residence for 150 Residence Beds

Fig. 8: NBP0004: Phase 01 Residence Portion

Fig. 9: NBP0004: Phase 03 Multi-Purpose Hall

Academic Year 2018

During the course of 2016, UMP initiated a number of important additions to the campus to support the growing number of academic programmes and student enrolment numbers. During 2017 UMP entered its most extensive building and infrastructure construction phase to date, with five substantial projects completed by the start of 2018.

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 spaces. 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 accommodates a 120 seating lecture room, 120 seating classroom and meeting rooms and offices. Teaching spaces have been placed on the ground floor to enable ready access to all students and staff. Deep roof overhangs, decorative shading screens and opening windows promoting natural cross ventilation, allow for comfortable internal conditions throughout the year, minimising reliance on mechanical ventilation systems.

The building was initiated under the NU PMT, but has been significantly changed to meet the academic demands of the university. Construction started on the 17th of December 2016, with practical completion achieved by the 31st of January 2018.

Fig. 10: NBP0003 ICT Building, South Façade Construction Progress, October 2017

Fig. 11: NBP0003 Construction Progress on the ICT Building, October 2017

NBP0005: Hospitality and Tourism Building

The objective of the project was the development of a state of the art, world class School of Hospitality and Tourism located on the Mbombela Campus. The Building is an urgent addition to the academic programme, and greatly increases the capacity of the university. The Hospitality programme has been operating since 2014 in the MRTT facility 20 kilometres east of the Mbombela Campus. The lease agreement with the MRTT came to an end in December 2017, making the completion of this building 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 raked auditorium. The building also has a 25-bedroom hotel, which will act both as a 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.

The building was planned and implemented by the UMP project team. Construction started on the 24th of October 2016, with completion aimed for by the 31st of January 2018.

Fig. 12: NBP0005 Construction Progress of the Hospitality and Tourism Building, December 2017

Fig. 13: NBP0005 Construction Progress of the Hospitality and Tourism Building, December 2017

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 ranging between 125 to 450 seat venues. At the centre of the building is 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 stretches along the natural ridgeline 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. Construction commenced on the 24th of October 2016 and each zone has a different completion date. Zone 3 Completion is anticipated in April 2018, Zone 2 for the 10th of June 2018 and Zone 1 in July 2018.

Fig. 14: NBP0006 Construction Progress of the Multi-Purpose Teaching Building, December 2017

Fig. 15: NBP0006 Construction Progress of the Multi-Purpose Teaching Building, October 2017

NBP0007: Multi-purpose Administration Building

The Campus Administration comprises 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 staff support, 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 on the 28th of October 2016. The West Building will be completed first, by the 15th of January 2018 and the East Building, by the 26th of March 2018.

Fig. 16: NBP0007 Completed Multi-Purpose Administration Building, East Wing

Fig. 17: NBP0007 Completed Multi-Purpose Administration Building, West Wing

NBP0016: Extension of the Existing Dining Hall

The extension of the existing dining hall, located centrally in the Lower Campus, is essential to accommodate the 1250 students enrolled at the Mbombela Campus. The current dining hall can only accommodate 200 people in one sitting. The extension increases the capacity of the dining hall by a further 270 seats, of which 230 are inside and a further 70 under an extended veranda area.

Apart from the dining hall extension a new tuck-shop facility is to be provided along the northern edge of the building. The design intent on the northern edge is to pronounce the east-west pedestrian axis through the provision of shaded seating/moments of pause along the route through the introduction of a per-gola. Landscaping of the central courtyard, together with urban furniture is an important part of the development.

The extension of the dining hall, to a total of 500 seats, and the new tuck-shop facility, commenced construction of the 3rd of May 2017, with a completion date of the 30th of January 2018.

Fig. 18: NBP0016 Dining Hall Extension, south facade

Fig. 19: NBP0016 Tuck shop addition

Lower Campus Public Space Improvements and Landscaping

The directive to complete the Lower Campus by 2020 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 on Fig. 20 and comprise of the following;

01. The Amphitheatre next to the ICT building north of the existing Dining Hall.
02. The promenade and walkways linking the Multi-purpose Hall to the new Library.
03. Roads, parking, landscaping and walkways between the Multi-purpose Hall and the Science Block (Building 6).
04. The Lower Campus gardens, dams 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).
05. Landscaping the edge of the Lower Campus facing onto the D725 public road. The area will also accommodate three parking zones.
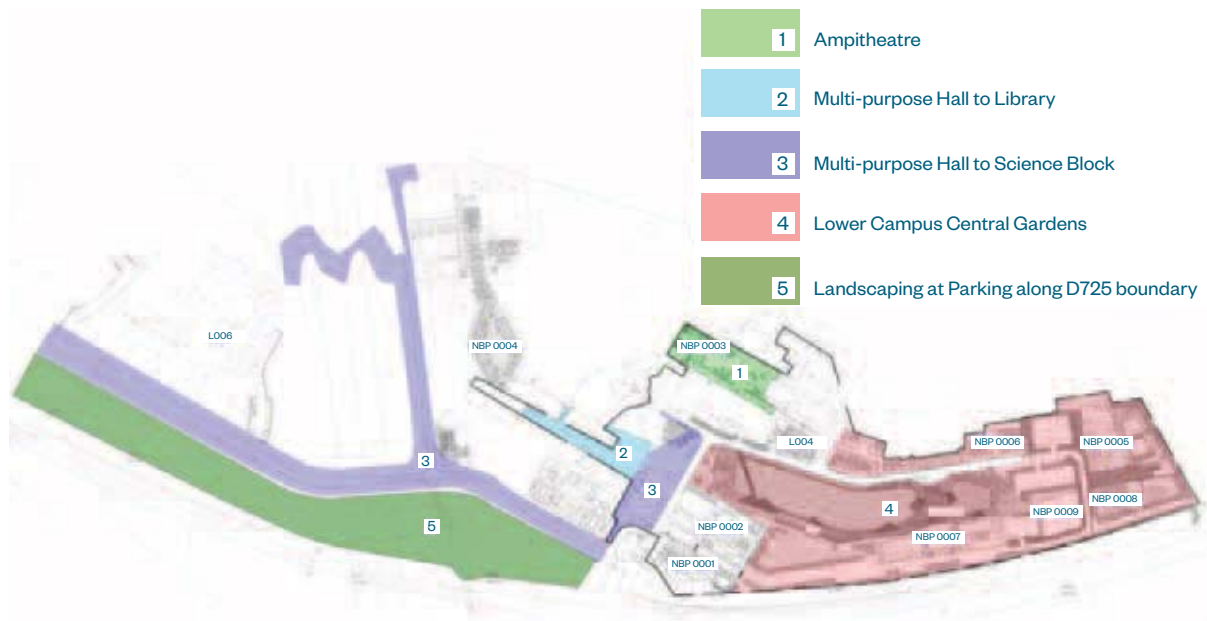
Fig. 20: Landscape, parking and open space projects planned for the Lower Campus

Fig. 21: Landscape Proposal for the central area indicating the integration of the existing damns and the landscaping around the buildings to be completed for the 2020 Academic Year

Fig. 22: Landscaping progress, north of the Lower Campus Lake

Fig. 23: Landscaping progress, courtyard between the administrative buildings, looking north

Academic Year 2019

In preparation for the 2019 Academic Year, three critical projects were initiated in 2017.

NBP0012: Science Research Block

The Science Research Block is located on the Western edge of the primary vehicular route linking the Lower Campus to the Orchards and Hill campus. The site sits next to the recently completed L006 land parcel that also houses laboratories. The first completed phase of the Science Block (L006) only contains a limited number of laboratories, and only a small number of offices for teaching and administration staff.

The extension contained in the new Science Research Block will greatly increase the laboratory capacity of the university. It will accommodate 14 new laboratories for Physics, Chemistry, Zoology, Biology, Earth Sciences, Mapping and GIS. An extensive office building for lecturers will be further complimented with 14 Research Laboratories. Apart from the laboratories, 8 lecture venues are planned.

The project commenced construction on the 1st of October 2017, with a targeted completion date of the 30th of January 2019.

Fig. 24: NBP0012 Rendering of the courtyard of the Science Research Block

Fig. 25: NBP0012 Construction Progress of the Science Research Block

NBP0013: New Student Residence and Dining Facility

The NBP0013 Project objective is to develop a new central student Dining Hall and Student Residence (200 beds) for the Lower Campus of the University of Mpumalanga.

The dining amenities of the campus are limited, and with the increasing enrolment 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, postgraduates, and even by visiting researchers.

The building is located on the South West end of 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 commenced construction on the 1st of October 2017, with a targeted completion date of the 31st of January 2019.

Fig. 26: NBP0013 Rendering of the South Façade of the Student Residence and Dining Facility

Fig. 27: NBP0013 Construction Progress of the Student Residence and Dining Facility

NBP0008: Staff Wellness and Conference Facility

The Mbombela Campus offers no staff recreation facility. The project will be primarily a Staff Wellness Centre incorporating dining amenities and a gymnasium space. Conference rooms are planned, on the upper floor of the two-storey structure, to accommodate up to 150 people. The building will also complement the adjacent Hospitality and Tourism Building.

The implementation strategy is for construction to start on this building with the completion of the Hospitality and Tourism Building in January 2018. The building has been comprehensively designed and works information is currently being completed. Completion is targeted for the 30th of November 2018.

6.2.4 LOWER CAMPUS INFRASTRUCTURE

Civil Engineering Infrastructure

The objective of the development of the Lower Campus Civil Engineering Infrastructure is to ensure that the facilities provided for the 2018 student intake have the necessary civil engineering infrastructure to function effectively.

The infrastructure projects that are to be completed throughout the Lower Campus is a complex project with various interfaces that requires proper planning and coordination for the project to be successful.

The following tasks are to be completed:

• Roads
• Parking areas
• Water networks

- Irrigation networks
- Fire water networks
- Sewer reticulation
- Chiller plant pipelines
- Storm water networks
- Data ducts
- Electrical sleeves

The original completion date of the 4th of December 2017 has been revised, with the new completion anticipated for the 7th of March 2018.

Electrical Reticulation

MV Site Reticulation

There will be specified MV cables installed from the existing 11kV network, via suitable cable trenching, to nine Mini Sub Stations that are located at optimised positions on the Lower Campus.

LV Distribution Network

The LV network consists of specified LV cables, Earth Conductor, LV distribution kiosks, street and area lighting.

The following work is to be completed:

- MV cable reticulation
- Mini Substations and MV Switch gear
- LV Cable network – Firm Supply to the Chiller Plant, complete with main Distribution Board, change over switching and Power Factor Correction Scheme
- LV cable network – Firm Supply to the Multi-Purpose Teaching Block complete with Changeover Switching Scheme and LV network.
- Emergency Generator (400volt, 3ph) installation at the Executive Offices complete with AMF pane, switch gear and LV cable network.
- LV supply to street and area lighting.

Services Chiller Plant and Building

The objectives of the project are as follows:

Primary and Secondary Circuits

The air conditioning system of the University consists of Cooling Type Chillers, air handling units and reticulation. The platform for the chiller plant will be able to accommodate 4 chillers. The primary circuit consists of three cooling type chillers

with a capacity of 200kW each in parallel, two of which will carry buildings load and the third one will act in standby capacity. The fourth platform will be for future Chiller.

Chilled water will be delivered to the various buildings at approximately 6°C and will return from buildings at 12 °C. The secondary circuit consists of secondary chilled water pumps installed with variable speed drives serving the cooling loads on each of the buildings at the Lower Campus.

Air Distribution (Inside the Buildings)

Air handing units will be installed in the HVAC plant rooms, which will be located on the roof of all buildings. Guest rooms will be air conditioned by means of a chilled fan coil units and an electric element heater in the FCU will provide the necessary heating. The system also comes with diffusers to distribute cooled air effectively.

Reticulation

A Polypropylene Random co – polymer (PPR) pipe will be used to reticulate water from the chiller plant to the individual building.

Maintenance

The Contractor shall furnish all maintenance on the entire HVAC works for a period of three years after completion. As of the End of December 2017, the following were completed:

• Design and Planning
• Submissions and Approvals
• Procurement Delivery
• SHEQ Process
• Contractors Approved Programme

Fig. 28: Construction of the Chiller Plant Facility

Fig. 29: Completed Chiller Plant Facility

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 2017. 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 two roads having to move about 60m towards White River.

Following in principal 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 affects 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 350 meters.

The Mbombela Municipality is currently in a tender phase for the construction of the interchange, and hopes to be on site by June 2018. UMP will only transfer the Bulk Contribution fee of R36m if the contract is awarded and implemented.
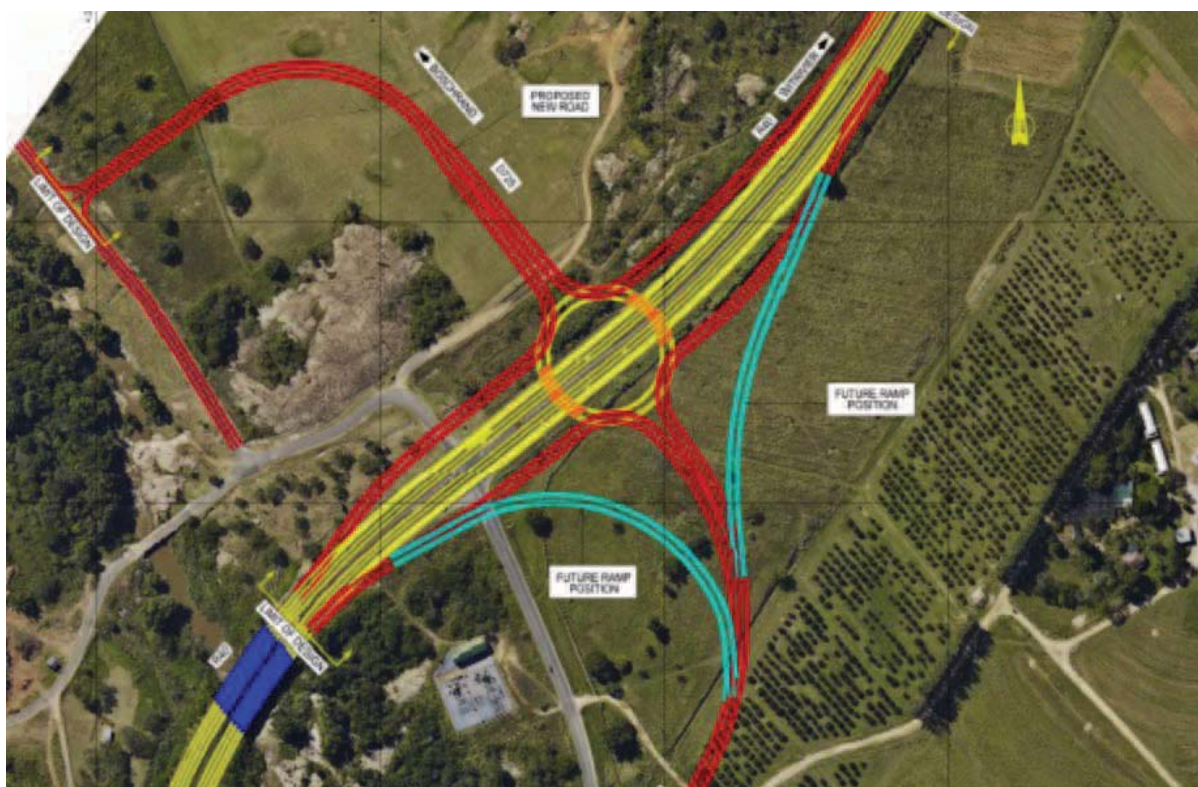
Fig. 30: Design for the R40 – R725 Interchange
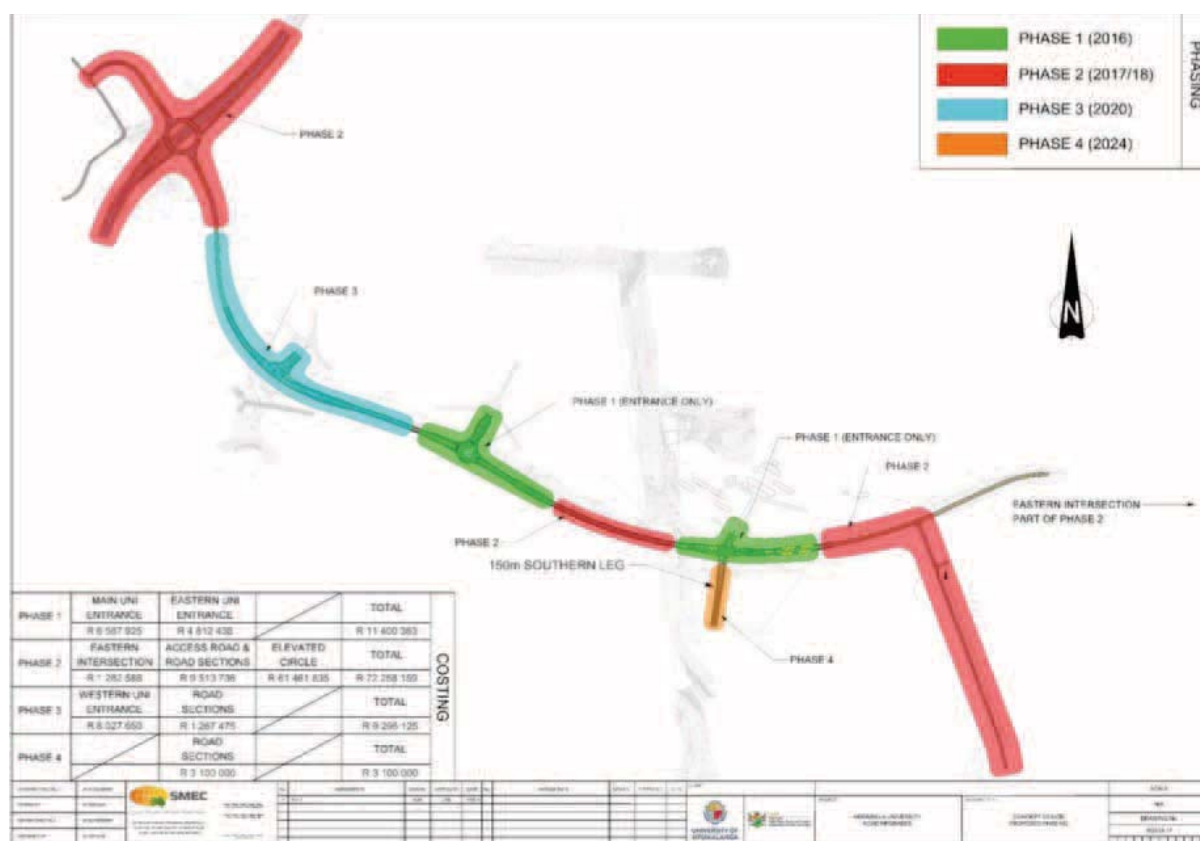
Fig. 31: Phasing of the D725 road upgrades

Bulk water infrastructure

The need for bulk infrastructure in this region is stressed. The new bulk water and sewer infrastructure was designed in collaboration with the municipality's concessionaire, Silulumanzi Sembcorp. An additional bulk water supply pipeline has been installed between the regional bulk water mains along the R40 (at the archives) and the university-owned 900 Kl reservoir.

The bulk water pipeline and regional 3,1 Ml concrete storage reservoir has been constructed in order to improve the regional water supply and the supply of potable water to the University of Mpumalanga. Based on a Services Agreement between the UMP and the Mbombela Local Municipality (MLM), the infrastructure components are being implemented by the UMP. The expenses to the project will form part of the University of Mpumalanga's bulk contribution to Mbombela Municipality. The project will eventually form part of Mbombela's regional bulk water network.

The adjacent property north of the campus was 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 pipeline and the reservoir reached completion in October 2017. The handover documentation has been completed together with as built drawings and handed over to the Municipality. The completion of the handover will be finalised when the Vice Chancellor has officially sent the Municipality a letter in this regard.

Fig. 32: Construction progress of the pipeline

Fig. 33: Completed 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 have 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

A bulk sewer pipeline is being constructed to improve the regional bulk sewer reticulation and as such, the sewer discharges from the University of Mpumalanga (UMP) towards the MLM waste water plant. Based on a Services agreement between the UMP and the Mbombela Local Municipality (MLM) the projects are being implemented by the UMP. The expenses to the project will form part of the University of Mpumalanga's bulk contribution to Mbombela Municipality.

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 was completed by November 2017, and included the following:

i.   Bulk sewer pipelines
ii. Sewer pump station on the UMP premises
iii. Sewer pump station on the ARC premises

Handover of the works to the Municipality has been done and will be formalised by a letter from the Vice Chancellor to the Municipal Manager. The Contractor has been given the responsibility to continue with the operations of the two pump-stations until 31 March 2018 by mutual agreement between the University and Mbombela Local Municipality until such time that a decision has been taken as to who will be entrusted with this task from the 01 April 2018.

Fig. 34: Pump Station Construction Progress, October 2017

Fig. 35: Pump Station Construction Progress

6.4 CONCLUSION

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

7. SENATE REPORT TO COUNCIL

7.1 INTRODUCTION

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

7.2 HIGHER EDUCATION SECTOR MATTERS

Senators were briefed by the Vice-Chancellor at the start of each meeting of Senate on important developments within the higher education sector. The briefings focused on the following:

• University Capacity Development Programme (UCDP)
• South African Human Rights Commissions Report on Transformation in Public Universities.
• Higher Education Amendment Act, 2016.
• National Students Financial Aid Scheme.
• Presidential Commission on fee free higher education.

7.3 SENATE MEMBERSHIP AND ATTENDANCE

Nr	Name	Designation	Attendance
	TABLE 11: MEMBERSHIP OF SENATE AND ATTENDANCE		
1	Prof T Mayekiso	Chairperson & Vice-Chancellor	100%
2	Prof R Bernard	DVC: Academic and Deputy Chairperson	100%
3	Prof R Howard	DVC: Planning & Institutional Support	75%
4	Dr P Maminza	Dean of Students	100%
5	Mr S Legodi	Registrar	100%
6	Ms N Shongwe	Deputy Registrar: Academic Administration	50%
7	Prof P Lukhele-Olorunju	Director: Research Management	100%
8	Ms Y Osman	Academic Staff Representative	75%
9	Dr J Ndoro	Academic Staff Representative	75%
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 HoS: Development Studies	75%
13	Dr A du Plessis	Acting Programme Leader: B Ed Foundation Phase	25%
14	Dr I Agholor	Lecturer & Programme Leader: B Agric	75%
15	Mr O Mhlanga	Senior Lecturer & Programme Leader: Diploma in Hospitality Management	67%
16	Prof T Ngqondi	Associate Professor and HoS: Computing and Mathematical Sciences	100%
17	Mr M Sithole	SRC Representative	100%
18	Mr A Mashego	SRC Representative	100%
19	Mr MM Maimane	Council Representative	100%
20	Ms MC Ledwaba	Council Representative	75%
21	Mr G Viljoen	Deputy Director: Continuing Education	100%
22	Prof D Parker	Associate Professor and HoS: Biology and Environmental Sciences	67%
23	Dr M Madzivhandila	Campus Director: Siyabuswa	25%

24	Dr T Madzivhandila	Senior Lecturer and Programme Leader: Bachelor of Development Studies	50%
25	Ms IM Mahlangu	Chairperson of the IF	100%
26	Mr L Ganyani	Lecturer and Programme Leader: BSc Agric	100%
27	Ms Z Mathe*	Director: Library and Information Services	100%
28	Dr S Machingambi	Senior Academic Professional	100%
29	Prof P Siyongwana*	Associate Professor	100%

Joined Senate with effect from 1 October 2017

Four ordinary meetings of Senate were held in 2017 as follows:

- 9 March 2017
- 31 May 2017
- 28 August 2017
- 09 November 2017

The overall attendance rate was 83%.

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

Four meetings of the ECS were held as follows:

- 27 February 2017
- 17 May 2017
- 17 August 2017
- 24 October 2017

7.4 COMMITTEES OF SENATE

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

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

The following Committees were established in 2017

- Timetable Committee of Senate
- Quality Committee

7.5 JOINT COMMITTEE OF COUNCIL AND SENATE

- Honorary Degrees Committee

7.6 JOINT COMMITTEE OF SENATE AND MANCO

- Public Lectures Committee

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

2017 was a year of consolidation of the academic project at UMP. Although no new programmes were launched, the first cohort of students in the BSc in Agriculture, Diploma in Nature Conservation, and Bachelor of Development Studies entered the second academic year.

During 2017 the University received accreditation for the Bachelor of Commerce, Bachelor of Arts and Advanced Diploma in Hospitality Management, and these new programmes were launched in January 2018.

PQM clearance from the Department of Higher Education and Training was received for the Bachelor of Development Studies (Honours), Advanced Diploma in Nature Conservation, Advanced Diploma in Information Communication Technology and Master of Agriculture. The Bachelor of Development Studies (Honours), Advanced Diploma in Nature Conservation, and Master of Agriculture were subsequently submitted to the CHE for accreditation.

7.8 TEACHING AND LEARNING POLICY FRAMEWORK

The following Teaching and Learning Policies were recommended by Senate to Council for approval:

- Policy for Development of New Academic Programmes.
- Merit Awards for Academic Excellence Policy.
- Policy for the Review of Academic Programmes.
- Policy on Program Advisory Boards.
- Policy on E-Learning.
- Guidelines for the management of academic workload.

7.9 ACADEMIC STAFFING

In 2017 four new nGAP Lecturers in Biology, Nature Conservation, Development Studies and Tourism and Heritage joined the University bringing the total number of nGAP lecturers to nine.

The percentage of full time academic staff with Doctorates increased from 24% in 2016 to 29% in 2017 and this upward trend will continue as we appoint new staff with a Doctoral qualification and as our current staff members complete their Doctoral studies. In 2017, 15 staff members were engaged in Doctoral students and 8 staff members with Masters students. In late 2017 we started a recruitment process for new academic staff.

This will see the University fill important professorial level posts in agriculture, agricultural extension and education, and appoint Senior Lecturers and Lectures in science, commerce, the humanities and education.

TABLE 12: ACADEMIC STAFF QUALIFICATIONS			
Academic Staff Qualifications	Number	Gender	
		Female	Males
Total Staff Complement	**101**	**44**	**57**
Highest Qualifications			
PhD	31	13	18
Masters	38	21	17
Honours	13	3	10
BTech/B degree	10	4	6
Diploma	5	1	4
Staff Studying			
PhD	15	7	8
Master's	8	4	4
Honours	4	2	3
BTech/Advanced Diploma	1	0	1
PGDHE	10		
HCE (TUT/ Haaga-Helia)	5		

7.10 STUDENT ENROLMENT

In 2017, we increased the enrolment of first time entering students into our existing programmes, and with the normal progression of students into second and third year, student numbers in 2017 (1791) were 41% greater than in 2016 (1273) (Table13).

TABLE 13: STUDENT ENROLMENT STATISTICS FOR 2017			
Programmes	2017		
	New	Returning	Total
Diploma in Agriculture	232	329	561
Diploma in Hospitality Management	34	39	73
Diploma in ICT	63	54	117
Bachelor of Agriculture	52	70	122
Bachelor of Education in Foundation Phase	101	301	402
Advanced Diploma in Agriculture	44	-	44
Bachelor of Science in Agriculture	113	44	157
Bachelor of Development Studies	122	73	195
Diploma in Nature Conservation	78	42	120
Totals	839	952	1791

7.11 STUDENT ACADEMIC PERFORMANCE

The performance of students in mid-year and final examinations varied between the programmes and between modules within a programme. Where success rates were less than the target, the Dean and Deputy Vice-Chancellor: Academic, engaged with the academic staff to establish the reasons. The results are summarised in Table 14.

TABLE 14: STUDENT SUCCESS IN 2017		
Programme	Academic year	Pass %
Advanced Diploma in Agriculture Management	1	72%
Diploma in Hospitality	1 2 3	92% 92% 98%
Diploma in Agriculture	1 2 3	74% 90% 71%
Diploma in ICT	1 2 3	86% 92% 97%
Diploma in Nature Conservation	1 2	64% 95%
Bachelor of Agriculture	1 2 3	91% 89% 96%
Bachelor of Development Studies	1 2	82% 82%
BSc Agriculture	1 2	85% 97%
Bachelor of Education	1 2 3 4	95% 98% 98% 98%
Overall pass rate		88%

The highest success rate was in the Bachelor of Education which was 97% followed by the Diploma in Hospitality with a success rate of 94%. The Diploma in Agriculture had the lower success rate of 78%. The overall pass rate was 88% which is very encouraging.

7.12 GRADUATION CEREMONY

In May 2017 the University held its second graduation ceremony at which students from the first cohorts of the Bachelor of Agriculture, Diploma in Hospitality Management, and Advanced Diploma in Agriculture in Agricultural Extension graduated. In total, 203 students graduated with 131 in the Diploma in Agriculture, 25 in the Bachelor of Agriculture in Agricultural Extension and Rural Resource Management, 14 in the Diploma in Hospitality Management, and 33 in the Advanced Diploma in Agriculture in Agricultural Extension. This is a 15% increase in the number of graduates over 2016 and represents a 16% throughput rate. The ceremony was officiated by the Chancellor, the Honourable Mr Cyril Ramaphosa.

Chancellor and Graduand

7.13 ACADEMIC SUPPORT

Throughout 2017, the Academic Support Division offered a range of programmes designed to assist staff with issues around teaching and learning and to promote the professionalization of teaching and learning at UMP. These programmes, which were offered at the Mbombela and Siyabuswa campuses, included discussions on teaching and learning in higher education, alternative pedagogies, assessment, curriculum development, the use of ICTs in teaching and learning, and work integrated learning.

Ten staff members were enrolled for the PGDHE at Rhodes University, and three members of the academic staff successfully completed the International Vocational Teacher Education Programme offered jointly by Haaga-Helia School of Vocational Teacher Education in Finland and Tshwane University of Technology. Staff members have established communities of practice at both campuses and these represent open fora at which teaching and learning, and research are discussed.

The University has approved a policy that will enable us to recognise and reward outstanding teachers and this was implemented in 2017. The University continues to promote the scholarship of teaching and learning and staff published two papers in accredited journals and made six presentations at national and international conferences.

7.14 RECOGNITION OF STUDENT ACHIEVEMENT

The first Academic Excellence Awards Ceremony was held on 19 May 2017 and the following awards were made to the top performing students:

First Year Undergraduate Degree and Diploma Awards

- Mr TS Xaba – Diploma in Hospitality Management
- Ms HP Zulu – Bachelor of Development Studies

First Diploma Award

- Ms NP Maluka – Diploma in Hospitality Management
- Mr S Lebotse– Diploma in Agriculture

First Degree Award

- Mr I Hlatshwayo – Bachelor of Agriculture in Agricultural Extension and Rural Resource Management

HL Hall Gold Medal Awards

- Ms BF Mbhendane – Bachelor of Agriculture in Agricultural Extension and Rural Resource Management
- Ms GK Matlading – Diploma in Agriculture

Vice-Chancellor Awards

- Mr S Lebotse - Best first Diploma Student
- Ms I Hlatshwayo - Best first Degree Student

Mr C Lewis from HL Hall and Sons and recipient of HL Hall Gold Medal Award

Vice-Chancellor, Mr Lebotse and Chair of Council

In addition to the academic awards, certificates were handed over to 32 students who were recipients of the Vice-Chancellor Scholarship Award.

7.15 RESEARCH AND KNOWLEDGE GENERATION

Research capacity development and productivity continued to be a priority at UMP in 2017. Staff members received support (financial and mentoring) for postgraduate studies undertaken at various universities in South Africa, to attend national and international conferences and or workshops and to conduct research. Policies to promote research culture and increase productivity were implemented.

Institutional Research Themes with Theme Drivers were identified on 7 December 2017 and these are:

TABLE 15: INSTITUTIONAL RESEARCH THEMES		
	Theme	Theme Driver
1	Ethics and Governance	Dr Leon Bezuidenhoud
2	Information Communication and Technology for Development	Prof Tembisa Ngqondi
3	Youth Development and Empowerment	Prof Estelle Boshoff
4	Environmental and Socio-economic Sustainability	Dr Thanyani Madzivhandila
5	Post-harvest Management and Food Security	Mr Sizwe Ngobeni
6	Biodiversity Conservation and Development	Prof Daniel Parker
7	Early Childhood Development, Education and Training	Mr Johan Rademeyer

7.16 RESEARCH TRAINING AND DEVELOPMENT

Financial support for postgraduate studies was sourced from NRF, Services SETA and some international organizations linked to the NRF, DST and DHET. Three Doctoral and two Masters staff members benefited from sponsorship worth R600 000 from the Services 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 and mentors. Staff members were trained in Masters' and Doctoral Proposal writing by the Southern African Technology Network (SATN) and this assisted them in submitting research proposals in preparation for registration for Masters and Doctoral studies in 2017/2018.

Two Writing retreats (09-13 January 2017 and 10-14 July 2017) were attended by a total of 22 staff members.

Partnerships

As an engaged institution UMP places emphasis on partnerships as enablers towards the achievement of UMP Vision. Memoranda of understanding were signed with the following organisations in 2017:

a) University of Swaziland, Swaziland
b) Kirkwood Community College, Iowa, USA
c) Saratov State Agrarian University, Russia
d) South African Sugarcane Research Institute (SASRI)
e) Services SETA
f) eHlanzeni TVET College
g) Energy and Water Sector Education and Training Authority (EWSETA)

Public Lectures/Guest Seminars

The following Public Lectures were presented in 2017.

• Prof S Zondi from the University of Pretoria, on Africa Day celebration 29 May 2017. His topic was *"Decolonising the African University, Knowledge Systems and Disciplines".*

• Dr Kevin Murphy from the University of Central Florida, USA gave a Public Lecture on *"Trends in the Hospitality Industry"* on 20 July 2017.

• Prof N Ludidi from the University of the Western Cape, on 20 September 2017. His topic was *"Impact of Relevant Plant Science Research on Food Security, Biodiversity, Health and Sustainability".*

• Prof B. Pityana, former Vice-Chancellor of UNISA was the Guest Speaker at the Archbishop Thabo Makgoba Development Trust Public Lecture on 17 October 2017. His topic was *"Human Development and an Ethical Life: The Challenge of the Modern University".*

Archbishop Thabo Makgoba, Rt Revd Dr Dan Kgomosotho, Prof B Pityana, and UMP Management

- Dr M Qhobela, CEO of NRF, gave a seminar on 30 October 2017. *"The National Research Foundation: a support to national institutions"*.

- Prof L Holness from the University of Cape Town, presented a guest seminar on 15 November 2017 on *"Growing the next Generation of Researchers"*.

- UMP co-hosted the Annual Public Lecture on Tourism with the theme *"Sustainable Tourism – A Tool for Development"* on 26 September 2017. The title of the lecture was *"We do Tourism Sustainably through our economic, environmental and social business practices and initiatives"* and the keynote speaker was the Minister of Tourism, Hon Ms Thokozile Xasa.

Minister of Tourism, Hon Ms Thokozile Xasa

Postdoctoral Fellowships

During 2017, UMP hosted four Postdoctoral Fellowships in the Faculty of Agriculture and Natural Sciences.

- Dr Kathryn Williams from the UK received the NRF/DST Newton Fund. Postdoctoral Fellowship in 2017 but starts work in 2018 under Prof D Parker.
- Dr Antoine Marchal part funded by Endangered Wildlife Trust and works under Prof D Parker.
- Dr Courtney Jade Marneweck fully funded by UMP and works under Prof D Parker.
- Dr Jonas Idowu Sagbo, funded by NRF and UMP and works under Dr W Otang- Mbeng.

NRF Evaluation and rating of Researchers

UMP recognises the rating of researchers as an important benchmark of research excellence in South Africa. Dr Tarombera Mwabvu was successfully rated for the first time in 2017 increasing the number of rated researchers at UMP from 2 to 3.

TABLE 16: NRF RATING		
Name	Rating	Period
Prof T Mayekiso	C3	2013-2018
Prof D Parker	C3	2017-2022
Dr T Mwabvu	C2	2018-2023

Professor Thembisa Ngqondi received her first Thuthuka funding from NRF. UMP NRF rated researchers and Dr Wilfred Otang-Mbeng continue to enjoy NRF funding for their research projects. Other NRF recipients for funding under the Knowledge Interchange and Collaboration Programme were Prof P Lukhele-Olorunju, Prof T Ngqondi and Dr T Mwabvu. UMP was also allocated 5 NRF interns for the 2018 financial year.

7.17 RESOURCE MOBILIZATION

The UMP was 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. All our nGAP scholars received NRF funding for their research projects. The UMP is part of an Erasmus+ consortium on Learning and Teaching Tool Fueling University Relations with the Economy (LaTFURE). The LaTFURE Project Agreement was signed by all consortium members in June 2017 and part funding for Erasmus + project was paid to UMP. Reports on LaTFURE activities for 2017 were submitted as per the consortium agreement documents. The kick-off meeting was held in February 2017 in Austria and Germany and the Work Programme 2 meeting was held together with the Steering Committee meeting in Maputo, Mozambique in September 2017. The UMP has an allocation of €52 372 for the project.

7.18 RESEARCH OUTPUTS

The University has published 45 journal articles in DHET accredited journals, six conference papers in accredited conference proceedings and ten book chapters in 2017. The total number of units claimed for the 2016 publications was 32.99 and UMP was allocated 24.87 which is a significant increase when compared with the 16.77 in 2015. Due to the new system being used to calculate research outputs, the DHET had problems in the confirmation of accredited journals and the units deducted for uncredited work were 5.75 for journal articles and 2.75 for conference papers. This explains the difference between units claimed and units allocated.

In addition, Council approved the Policy on Research Incentives from Accredited Publications.

7.19 MERIT AWARDS

A total of 146 students received Merit Awards at a total cost to UMP of R691 820 00. The Merit Awards were allocated to students with an average performance of 70% and above as a mechanism of recognizing excellence in academic achievement.

7.20 GEOGRAPHY STUDENT CONFERENCE

UMP hosted the Geography Student Conference with the theme "Geographers and Environment for Sustainable Development" under the auspices of the Society of South African Geographers (SSAG) from 18 – 21 June 2017. Approximately 200 delegates from 25 universities (excluding Sol Plaatjie) attended the conference. Students from the University of Swaziland attended as observers. This was the first conference to be hosted by UMP.

Delegates at the Geography conference

7.21 STUDENT ENGAGEMENT

Two of the top performing second year Diploma in Nature Conservation (DIPCON) students (Nomndeni Nkosi and Lindokuhle Gumede) were selected to participate in the Skukuza Buffalo Disease monitoring project run by SANParks Veterinary Services in the Kruger National Park during 2017. They were given the opportunity to participate in the capture and handling of buffaloes and the processing of samples in the laboratory afterwards.

Dr Katherine Forsmann from the Buffalo Project had this to say about our two students: *"I just wanted to drop you both a quick email to sing the praises of Nomdeni and Lindokuhle. I was incredibly impressed with them during their time with us on the buffalo project. They both jumped straight into field work, handling pressure, potentially dangerous bovines and poop! SANParks veterinary staff even commented on how quickly they picked up everything. Back in the lab they got on with a pretty monotonous, but vital job, without complaint."*

Lindokuhle Gumede (L) and Nomndeni Nkosi (R) with an immobilized Buffalo

In early August 2017, the first year Diploma in Nature Conservation students went on a field trip to the Kruger National Park where they were introduced to different conservation initiatives in terrestrial and aquatic systems. In addition, students were given lectures on biodiversity conservation, the importance of biodiversity conservation and the challenges faced by conservationists in South Africa by staff of the KNP. The students were accompanied by Dr Inam Yekwayo, Ms Vuyisile Dlamini and Mr Sakhile Nsukwini.

First year DIPCON students getting to grips with plant identification in the field

On 4 December 2017, five students from the Diploma in Nature Conservation and BSc (Agric.) Programmes (Nomndeni Nkosi, Reginah Mdhluvu, Dumisane Muloche, Fortunate Mabuza and Wakhile Nkambule) were selected by Dr Bryan Maritz from the University of the Western Cape (UWC) to join a multi-university field course that focused on African Reptile Ecology in the Kruger National Park. The students collected and identify reptiles in the field, and attended two lectures on reptile biology.

UMP students assisting in the set-up of drift fences for catching reptiles in the Kruger National Park with Dr Bryan Maritz (brown shirt)

7.22 CONCLUSION

Senate once more lived up to its mandate. The increase in rated researchers, and the growing numbers in Doctoral and Masters students is encouraging. The throughput rates of the students, and their academic success are largely also the result of the efforts of the academic staff.

Increased numbers of students, and additional accredited courses bode well for the future of UMP.

Prof T V Mayekiso
Vice-Chancellor

8. **REPORT OF THE INSTITUTIONAL** FORUM TO COUNCIL FOR THE YEAR ENDED 31 DECEMBER 2017

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 2017, the Institutional Forum of the University of Mpumalanga 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.

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%
Dr P Maminza	Management	75%
Prof T Ngqondi	Senate	50%
Ms M Ledwaba	Council	100%
Mr P Mtsweni	Support Staff – Mbombela	50%
Mr R H Khwidzhili	Senate	75%
Mr W Schroeder	Academic Staff	50%

Ms G van der Linde	National Tertiary Education Union	50%
Mr G Viljoen	National Tertiary Education Union	100%
Mr S Mbuyane	NEHAWU	100%
Ms E Maibela	Support Staff-Siyabuswa Campus	100%
Ms S Seitshiro	VC Appointee	100%
Prof P Lukhele-Olorunju	VC Appointee	75%
Ms Q Mashaba	VC Appointee	100%
Mr M Sithole	SRC	75%
Mr A Mashego	SRC Secretary General	100%
"vacancy"	Academic Staff	N/A

Mr S Soko resigned and was not replaced in 2017.

8.2 COMPOSITION

- The Nominations Committee recommended to the Council that Ms M Ledwaba, a member of Council, serve in the IF. The approval of Council was appreciated in this regard. Further, the Vice-Chancellor had, in terms of section 40 (1) (h) of the UMP Statute, appointed three female members to serve on the IF, thereby balancing gender representation.
- The IF subscribes to and abides by the code of conduct adopted by the Council as required by section 27 (7E) of the Higher Education Act.

8.3 MEETINGS

During the reporting period, the Institutional Forum held four ordinary meetings on 24 March, 19 May, 8 September and 3 November 2017.

8.4 INSTITUTIONAL FORUM ADVICE TO COUNCIL

The IF provided the following key advice to the Council of the University of Mpumalanga.

8.4.1 EMPLOYMENT EQUITY

The Council was advised that management was obliged to consult organized labour on the Employment Equity targets. Council approved the Employment Equity Plan of the University in 2017.

The Council responded in writing to the IF on this matter and directed that management consult with organised labour.

8.4.2 STUDENT ENROLMENT PLAN

The Council was advised to consider a purposeful plan for the university to attract and align its student population to the demographics of the country with the complement of international students. At the end of the reporting period, the university student enrolment plan did not have transformational targets to achieve race and gender balance in the student population.

8.4.3 TRANSFORMATION

The Council advised to establish a transformation office to administer and coordinate the work of the IF. The Council resolved in November 2017 to support the IF to execute its mandate in accordance with the Higher Education Act.

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 administration of the University continued to be strengthened during the period of review. There was evidence of both consolidation and growth as systems and processes were becoming embedded in the operations of the University. This has contributed to the efficiency and effectiveness of the management and administration of the University. The Executive Management team of the University in its current composition has been in place for the past three years. This has resulted in the stability of the institution and improved levels of performance as experience has been acquired.

While operating risk cannot be fully eliminated, the University endeavours to minimize it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints. Management is aware of the importance of risk management in the institution and has focused on identifying, assessing, managing and monitoring all known forms of risk across the institution.

The management of the student life cycle from recruitment and marketing, admissions and registration, programme administration at School and Faculty levels, exams and certification is characterised by integrity.

Management development programmes continued to be implemented focusing specifically on ethical and moral leadership.

9.2 PRINCIPLE MANAGERIAL/ADMINISTRATIVE ACHIEVEMENTS

UMP has continued with the implementation of the Strategic Plan (UMP Vision 2022) which was approved by Council in 2015. This is a 7-year strategic plan that sets the direction and foundation for the Pioneering Journey "**uhambo lwemhlahlandlela**" for the University of Mpumalanga.

The Strategic Plan identifies the following strategic priorities:

- Establish an overall institutional environment supporting good governance strategic leadership and management.
- Establish an institutional environment conducive to high impact scholarship research and innovation.
- Establish a set of high quality, relevant and responsive academic programmes which deliver the university's graduate attributes.
- Establish iconic infrastructure, quality estate and other support services and effective systems and processes aligned with the institution's strategic direction and which contribute to an inspiring and conducive academic and work environment.
- Establish integrated institutional planning system and institutional support   systems and services advancing the institution's overall strategic and operational goals.

- Provide a student centred support system for the holistic development of students.
- Establish the pursuance of collaborative engagement and partnerships as a prevailing institutional practice.
- Firm up UMP's financial sustainability and sound financial management and control systems.
- Promote an enabling HR environment that enhances performance.

Significant progress has been made towards reaching the targets and indicators reflected in the strategic plan. In addition to the strategic priorities, the following niche areas were identified:

- Agriculture
- Hospitality and Tourism
- Information Communication Technology
- Education
- Local Economic Development
- Conservation

Our Strategic Plan *(UMP Vision 2022)* informed and guided our various strategic initiatives, interventions and major projects for 2017. The strategic direction of the Siyabuswa Campus has started taking shape with the approval of the Siyabuswa Campus Strategic Plan by Council in October 2017. Operating plans incorporating the indicators identified in the Siyabuswa Strategic Plan will be developed from 2018. This plan informed a number of planned strategic interventions which we believe will contribute to Siyabuswa becoming a prestigious campus of higher learning.

The year 2017 marked an important milestone for UMP in that it was the first year that the Siyabuswa Campus came under full control of UMP presenting us with an opportunity for more direct interventions on multiple-fronts. In 2017, all staff, students, and the management of the entire campus were under UMP.

The Multi-Campus Management Model, approved by Council in 2016, could be pursued more vigorously to organise, brand and reposition the Siyabuswa Campus consistent with the vision of UMP as another flag-ship campus excelling in teaching and learning, research and engagement. The previous history of Siyabuswa; of being composed of students from both the University of Mpumalanga and the University of Johannesburg and staff from three different organisations meant that different organisational cultures, attitudes and ways of doing things were prevalent and required extensive change management interventions to align the culture, systems and process with that of UMP.

In 2017, UMP extended the change management process, the *Pioneering Journey*, to the Siyabuswa Campus. We can proudly pronounce that these interventions have already been successful since we had seen a significant drop in instability on the Siyabuswa Campus, there was less interference from the surrounding community and a new UMP culture is developing.

MANCO members independently or as part of the Siyabuswa Campus Management Committee regularly visit the Campus. One Council meeting was held on 5 October 2017, at the Siyabuswa Campus. This provided Council members an opportunity to visit the Siyabuswa Campus.

Library and Information Services

The appointment of the Director: Library and Information Services in October 2017 has provided the institution with the requisite leadership towards the establishment of a 21st century library at the University.

During the month of November 2017 the UMP library signed agreements with three organizations; the Committee of Higher Education Libraries of South Africa (CHELSA), SABINET and the South African National Library and Information Consortium (SANLIC). CHELSA is a non-profit organization established to foster the mutual rendering of certain library and information services between South African University Libraries with a view to the cost-effective use of resources for purposes of maintaining and improving library and information services for higher education and research in South Africa. Signing the CHELSA Memorandum of Understanding has enabled UMP library to have a mutual agreement with academic libraries in South Africa to render services amongst each other. As a result, staff interested in having access and borrowing privileges from other universities in South Africa can make a request through library@ump.ac.za and an official letter that has to be handed over to the library of choice will be granted by UMP Library Director. A detailed procedure for this service has been created and can be accessed through the intranet, folder V or through consultation with library staff using the library email address library@ump.ac.za. The procedure has been communicated and discussed at Faculty board meetings and at Library and Information Services Committee of Senate (LISC).

As part of a newly established university, the library currently has limited resources (books, articles, databases, etc.) to support teaching, learning and research. To close the gap in its collection, the library has to reach out to the national resource-sharing network (Southern African Interlending Scheme - SAIS) to borrow resources from other libraries.

As such, UMP library has become a member of the SAIS and in November 2017 subscriptions to the OCLC WorldShare ILL and SabiCat tools were signed as they are prerequisite tools for accessing SAIS service. The benefit of OCLC Worldshare ILL is that it centralizes workflows and provides functionality that saves time and speeds fulfilment of interlibrary loan requests. It increases ILL efficiency through workflow automation and is the only tool used by all libraries around the world and it is also the only tool used in Southern Africa for ILL. On the other hand, SabiCat, a union catalogue for the region, was subscribed to so as to increase the visibility of UMP library holdings worldwide, leading to more efficient use of UMP Library collections by UMP library and by other university

libraries who wish to borrow resources from UMP. Subscribing to these contracts has enabled the UMP library to set up an Inter-Library Loans Service which was piloted from December 2017 to end of January 2018. The service has been implemented from the 1st of February 2018 and has been communicated to the University. Staff members interested in getting resources from other libraries (books, articles, thesis) can now fill in either the book, book chapter or article request form which is accessible through folder V, or alternatively through ill@ump.ac.za. At the moment the service is free to only UMP staff and in future it will be accessible to postgraduate students. Undergraduate students can only make a request through their lecturer.

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. 2017 was the third year of appointment of the majority of MANCO members. As a result, performance across all MANCO portfolios was improved in 2017 due to experience acquired during the previous years.

Members of the Executive Management Committee

Special MANCO meetings were held in 2017 focusing on policies in addition to the fortnightly meetings. The purpose of the meetings was to allocate adequate time for the consideration of new policies before they are tabled at MANCO.

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. EMANCO met four times during the reporting period and participated in the 3 days training on Ethical and Moral Leadership.

In discharging its functions, MANCO established two committees to advise it on matters determined in the terms of reference of such committees. The existing MANCO Committees were functional in 2017 and met on a quarterly basis or as per the individual terms of reference.

9.4 MANCO SUB-COMMITTEES ESTABLISHED IN 2017

The following MANCO sub-committees were established in 2017;

- Public Lectures Committee (Joint Committee of MANCO and Senate)
- Transformation Committee

9.5 GRADUATION CEREMONY

The University held its second graduation ceremony in May 2017 at the Ingwenyama Lodge, White River. The ceremony took place off-campus as the construction of a suitable facility on campus was still underway with the completion date of September 2017. 203 students were capped by the Chancellor, the Honourable Mr Cyril Ramaphosa, the Deputy President of the Republic of South Africa. The occasion afforded members of Council and the President of the SRC to engage informally with the Chancellor.

Chancellor and Members of Council at the Graduation

9.6 WELCOMING CEREMONIES

The Welcoming Ceremonies for the first year students and their parents were held on 4 February and 25 February in Mbombela and Siyabuswa Campus, respectively. The ceremonies were well attended and involved a welcoming address by the Vice-Chancellor and a "meet and greet" by the Dean of the Faculty of Agriculture and Natural Sciences (at the Mbombela Campus), management and the academic staff.

9.7 STAFF INDUCTION

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

TABLE 18: STAFF INDUCTION		
Campus	Dates	Number of Staff Inducted at both Campuses
Mbombela	1 March 2017 14 November 2017	29 24
Siyabuswa	12 May 2017 24 November 2017	31 22
Total		**106**

Due to staff growth the Induction programme had to be done twice for both campuses. The staff growth was due to the absorption of staff in Siyabuswa who were initially not part of UMP, but contracted to UMP through previous arrangements with MDE. The second aspect which also impacted on staff growth was the insourcing of the cleaning staff. Most of the staff recruited through these processes are based at Siyabuswa Campus. This initiative was complemented by an orientation programme for academic staff. The staff induction and orientation are used to familiarize staff with organizational processes and activities, and to respond to questions that are associated with entry into the organization.

9.8 ADEQUACY OF STAFFING LEVELS

UMP continued with its drive to fill critical academic and support staff positions.

The focus in 2017 on the support staff were appointments at the Director and Deputy Director level as part of middle management. The Director: Student Housing and Director: Library and Information Services assumed work at UMP on 1 October 2017 and 1 November 2017, respectively. At the Deputy Director level, the critical position of Deputy Director: Support Services was filled. It is very encouraging to note that all the three positions are filled by female employees.

As far as the academic staff are concerned, focus was on bringing more seniority to the various academic schools at the level of Senior Lecturer and Associate Professor. This was considered vital as we are making arrangements to offer postgraduate qualifications in the near future.

9.9 THE QUALITY OF INFORMATION AVAILABLE TO MANAGEMENT

The quality of information available to management and the administrative processes continued to improve in 2017and 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.

Staff members received training in Integrated Tertiary System (ITS) to enhance the quality of information at the University and to reduce reliance on ADAPT IT.

UMP understands the crucial importance of Information and Communication Technology (ICT) in teaching and learning, research and the support functions of UMP. In 2017, UMP continued to improve its ICT governance by ensuring its policies, systems and processes are aligned with international standards on ICT governance.

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

The Student Portal provides student access to their results, financial information, on-line application, time-tables, sports and societies' activities and other information. They can also access learning materials from Moodle, a learning management system, and submit online via Moodle assignments. Lecturers can post video clips, live recording of lectures and communicate with students. The Staff Portal consists of various divisional pages including a page for the Vice-Chancellor's Office. Staff can store and access information about the organisation structure, functional areas, divisions, policies, plans and other important institutional information.

The Meeting Hub that operates via SharePoint allows for online video-conferencing, storage of documents and paperless meetings. The system was piloted with Council members and council members were provided with gadgets, data bundles (external members only) and training to access the Meeting Hub.

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

ICT supported the academic function not only with the Student Portal but also with continued improvement and skills training on Moodle and Turnitin. Fifty-five lecturers at the Mbombela Campus and 11 lecturers at the Siyabuswa Campus were trained on using Moodle.

The Siyabuswa ICT Infrastructure is not compatible with the infrastructure at the Mbombela Campus. In 2017, UMP spent R2 021082.72 on hardware and software, new servers, network equipment including labour to upgrade the Siyabuswa ICT Infrastructure. This upgrade of the Siyabuswa ICT infrastructure resulted in improved Wi-Fi coverage for students and staff, improved connectivity and reduced ad-hoc shut-downs of the system.

Two modern video-conferencing facilities were installed at the Siyabuswa Campus. This coupled with the Virtual Private Network (VPN) installation between the two campuses will result in more meetings taking place online as opposed to staff travelling between the two campuses.

The microwave connectivity between Tshwane University of Technology (Mbombela Campus) was replaced with parallel fibre optic cables. The fibre cabling increases network stability and resulted in increased local bandwidth of 10 GB.

Safety and Security

We are pleased to report that for the first time in our short history we had no staff protests in 2017. This marks a significant shift in employer and employee relations which augurs well for the future of UMP. Our campuses and learning site were relatively stable without any major safety and security threats or incidents in 2017.

The Security Assessment Report of 2015 informed the Three-Year (2015-2017) Security Implementation Plan that guided the roll-out of additional security measures in 2017. In 2017 we recognised the need to enhance UMP's capability in dealing with potential threats of violent protests which may threaten lives and damage to property, hence we completed the process of employing a Crowd Control Service Provider that has experience in dealing with such protests at universities. This service will only be used in the event that our security services and South African Police Services (SAPS) are unable to deal with a violent protest.

Operational day-to-day security on both campuses is managed by two private security companies, Phepha Security and IMVUSA Security at Mbombela and Siyabuswa respectively. UMP has four experienced security managers who work 24 hours, 7 days per week on a shift bases, to manage security on the Mbombela Campus.

Safety, Health and Environment

The Occupational Health Safety Act and related legislation require that all organisations comply with a range of Safety, Health and Environment (SHE) requirements.

UMP is compliant with the OHS Act and has comprehensive SHE systems in place. SHE representatives for each building were appointed and three inspections, reported to the SHE Committee, were conducted. Comprehensive Emergency Evacuation and Business Continuity Plans were developed and approved in 2017. These plans informed the installation of emergency exit routes which are displayed in our buildings and the establishment of emergency assembly points. Fire-equipment and First Aid kits were maintained as per our yearly schedules. Fire-drills were piloted in our student residences on the Mbombela Campus. A SHE Committee that reports to MANCO is fully operational and meets quarterly to deal with SHE related matters. ER24, contracted by UMP, provides staff and student emergency health care services on both campuses and MRTT. UMP signed an agreement with Lowveld & Escarpment Fire Protection Association (LEFPA) to assist with the fighting of bush-fires.

UMP is cognizant of its potential impact on the environment and embraces the 3R principle – Reduce, Re-use and Recycle to minimize this impact on the environment.

A comprehensive Waste Management Strategy was developed in 2017. Our Alien Species Management Strategy continued to inform the elimination or control of alien species.

9.10 STUDENT SERVICES AND EXTRA-CURRICULAR ACTIVITIES

The University continued, during the reporting period, to provide sporting opportunities for students in line with the University's strategic objective to promote the holistic development of students through the provision of quality student experience. The primary aim is to provide a vibrant student life at UMP that will lead to the development of well-rounded students.

The University was able to establish a number of recreational and sporting codes and teams in all its Campuses. These included the following:

- Athletics (both campuses)
- Netball (both campuses)
- Soccer (both campuses)
- Ladies soccer (both campuses)
- Volleyball (both campuses)
- Basketball (both campuses)
- Marathon Club (both campuses)
- Chess (both campuses)
- Morabaraba (both campuses)
- Aerobics (both campuses)
- Diketo (both campuses)

The Dean of Students together with the SRC President, the Secretary General and the Sports and Recreation Officer, visited Strathmore University in Nairobi, Kenya in May 2017 as part of the student leadership development opportunity.

Dr Paul Maminza (Dean of Students: UMP); Mr Paul Ochieng (Dean of Students: Strathmore University); Ms Thea Dlamini (UMP SRC Sports & Recreation Officer); Mr Moses Sithole (UMP SRC President); Mr Nkosinathi Nkambule (UMP SRC Secretary General)

The ENACTUS: UMP team surprised many in 2017 when it achieved beyond the expectations of many during the 2017 national competitions held in Sandton in July. The team presented two projects during the competitions, namely, the Project Hatching Hope, a project through which the University distributed a set of 17 chickens (15 hens and 2 roosters) per beneficiary to 6 beneficiaries in Msogwaba and KaBokweni, Mbombela, and the Informal Traders Management System (INFOTRAMAS), which is an online ICT system developed by our own ICT students, to assist the City of Mbombela Local Municipality to manage, monitor and regulate informal trading. Our Chicken Project got position 1 in the LED category and won the 2017 Harmony Gold LED Challenge Award. Our ICT Project got position 1 in the ICT category and won the 2017 MTN SA Foundation ICT Challenge Award. Our ENACTUS: UMP President (Leader), Mandisa Chirwa, won the 2017 ENACTUS Leader of the Year and got an individual leadership trophy as well as the floating trophy for the University.

Our ENACTUS Faculty Advisor (Coordinator), Dr Ferdinand Niyimbanira, won the 2017 Senior Alumni Faculty Advisor Award. The ENACTUS: UMP presentation came 5th out of the 21 universities which participated in the competitions. We were also awarded a trophy for making it to the national competitions.

The ENACTUS Coordinator, Dr Ferdinand Niyimbanira, ENACTUS President, Ms Mandisa Chirwa, and the ENACTUS Secretary, Ms Confidence Ndlovu, attended the 2017 ENACTUS International World Cup held in London from 25 to 28 September 2017, as observers.

The University held its 2nd annual Co-Curricular Awards Dinner in November, in line with the University's Policy for the Recognition of Excellent Student Achievement in Co-Curricular Activities. The University recognised and awarded students who excelled in co-curricular activities in the areas of Sport, Student Governance & Development, Arts & Culture, Engagement and Student Housing. The Guest Speaker was Prof Irene Moutlana, the former Vice-Chancellor of the Vaal University of Technology.

Awards were presented to deserving students (individuals and groups) in the following categories:

Group Awards

• Society of the Year Awards, awarded to ENACTUS and Teachers of Transformation
• Sports Team/Club of the Year Award, awarded to Siyabuswa Netball Team
• Arts and Culture Group of the Year Award, awarded to Siyabuswa Campus Zion Choir

Individual Awards

- House Committee member of the year – Mr Bright Sedibe
- Sportsman of the Year Award – Mr Kevin Khoza
- Sportswoman of the Year Award – Ms Lindokuhle Mahlangu
- Student Representative Council Member of the Year Award – Mr Moses Sithole and Nkosinathi Nkambule
- Vice Chancellors Excellence Award for Excellence in Leadership: Male Student Leader – Mr Veli Mashaba
- Vice-Chancellors Excellence Award for Excellence in Leadership: Female Student Leader – Ms Mandisa Chirwa

Certificates of Attendance

The 21 recipients of the Vice-Chancellor's Scholarship were awarded certificates of attendance of the Leadership and Personal Development Programme from July to November 2017.

2017 Vice-Chancellor Scholarship Recipients

The University accorded the newly elected 2018 SRC President a developmental opportunity and arranged for him to travel with Mr Barry Masoga to attend and participate at the 7th Annual International Leadership Conference organised by the Makerere University Business School: Uganda, from the 29th of November to the 1st of December 2017. The SRC President was also accorded an opportunity to make a presentation at one of the sessions.

9.11 RELATIONSHIP WITH THE UNIVERSITY COMMUNITY (ACADEMIC AND SUPPORT)

Management continued to enjoy good relations with both academic and support staff. 2017 was the first year that no staff protests were experienced. This is attributed to the growing trust between Organised Labour and Management.

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:

Africa Day

UMP celebrated Africa Day at Mbombela on 29 May and at Siyabuswa Campus on 30 May respectively. The Guest Speaker was Prof Siphamandla Zondi from the University of Pretoria at Mbombela and Prof Simphiwe Sesante from UNISA at Siyabuswa.

Members of staff celebrating Africa Day

Prof Siphamandla Zondi and Prof Thoko Mayekiso

Mandela Day

The students and staff from the Mbombela Campus participated in the Mandela Day event held at Phatfwa Secondary school. The event included donations of sanitary towels, planting vegetable seedlings in the school gardens, and also provided academic advice to students from the community.

Staff and Students at Phatfwa School, Embonisweni

Students at the Siyabuswa Campus took part in the UMP event held at Phephelaphi Centre and Magana Aids Project Centre where they, among others, painted offices, donated of old clothes, toys and groceries.

Women's Month Activities

• The Women's Breakfast in honour of Women's Day was held on 15 August 2017 at the Mbombela campus. It was attended by 160 women from both UMP Campuses.
• Prof Mayekiso and the University of Mpumalanga were profiled in the August 2017 edition of the Leadership Magazine.
• Prof Mayekiso was invited by ABSA as a Keynote Speaker on 10 August 2017 at their Women's Breakfast. The topic of the paper was "Women influencing the world through education".
• Six Female academics and academic managers (Prof Ngqondi, Prof Boshoff, Prof Lukhele-Olorunju, Prof Siyongwana, Dr Eggink and Dr Rachel Niyimbanira. were profiled in the Business Times of the Sunday Times on 27 August 2017.

Employee Wellness

• The Wellness days for Mbombela and Siyabuswa campuses were held on 7 and 14 July 2017 respectively. The theme was "Health is Wealth". The attendance was encouraging and staff members were screened and tested for hypertension, diabetes, cholesterol and HIV/AIDS.

• The UMP has established a partnership with South African National Blood Services (SANBS), to assist with the blood donation drive campaign. Quarterly activities are conducted, and for this period staff blood drive donations took place on the 20 July 2017 and 29 September 2017.

• Cancer Awareness Day: UMP and the CANCA Association in Mbombela organised a Cancer Awareness Day on 31 October 2017.

Shade of Pink Fun Walk/Run

Love My Campus Campaign

In 2017 UMP launched the "Love My Campus" campaign, with the slogan "UMP My Campus, My Pride" on 1 September at Mbombela and 6 October at Siyabuswa.

The objectives of the campaign are as follows:

• To create and maintain an awareness of the importance of cleanliness and beauty;
• To enhance the spirit of belonging in the community of UMP;
• To encourage individual and community responsibility in taking care of resources and the environment;
• To instill a sense of pride as a member of the UMP community to staff and students;
• Establish a campus population that is sensitized about the conservation and preservation of the resources and infrastructure of the University; and
• Embrace an institutional culture of sustainability through innovation.

Students at the Launch of the Love My Campus Campaign

The message is that when we love our campus we will not:

• Litter the grounds
• Leave taps leaking
• Eat in lecture halls
• Leave lights on when there is nobody in the room
• Vandalise our buildings

MANCO/SRC End of the Year Gala Dinner

The 2017 MANCO-SRC End of Year Gala Dinner was held on Friday, the 17 November in Mbombela. This annual event provides an opportunity for Management to appreciate the work done by the outgoing student leadership and also to welcome the incoming, newly elected leadership. All the members of the outgoing leadership were issued with certificates of service.

MANCO Members with the SRC

End of the Year and Long Service Awards Functions

End of the Year and Long Service Award Functions will be held on 1st and 8th December at Mbombela and Siyabuswa Campuses respectively.

Recipients of Long Service Award with Vice-Chancellor and ED: Human Resources

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

The Siyabuswa Strategic Plan was approved by Council in October 2017 which will provide a strategic direction for the development of the Siyabuswa Campus. The monitoring of the implementation of the Multi-Campus Management Model was conducted through the quarterly meeting of the Siyabuswa Campus Management Committee. A meeting involving EMANCO to formally evaluate the implementation of the Multi-Campus Management Model took place in December 2017.

In order to ensure effective functioning of governance and management structures, 17 policies were developed/ revised in 2017 covering both the academic project and support services.

One of the major achievements during this period is the establishment of the Student and Graduate Placement section within the Engagement Portfolio. The main objective of this section is to foster the employability of our graduates as well as the entrepreneurship. The first Career Expo was held at the University in August 2017 and attracted 13 potential employers.

On-line registration was piloted with all first year students on campus using the Computer Labs. All students were issued with proof of registration with the financial statements generated from the ITS System.

The overall performance of the institution during the year under review has been excellent. Notable developments took place as far as the academic project is concerned in relation to the three missions of the institution, teaching and learning, research and engagement, in line with the Strategic Plan. Exciting new infrastructure developments are taking place as per the Five Year Plan. The holistic development of students has continued to receive attention during the reporting period. A number of opportunities were created for our staff and students to engage with national and international stakeholders in line with the UMP slogan of "creating opportunities". The Vice-Chancellor has played a critical role in facilitating the establishment of an environment at the University that is conducive to teaching and learning, research and engagement.

9.13 CONCLUSION

UMP remains on course, and all objectives set have been attained. Accrued experience for the leadership has resulted in improved performance. A year without collision and conflict is worthy of mention. This demonstrates that with TRUST built between Management and Organized Labour, a lot of issues can be discussed and resolved, before degenerating into conflict and strife.

It is our intention to build on these cordial relations. 21st Century Universities are complex institutions, and require multi-faceted approaches, to ensure their effective management. This quote illuminates our understanding about our students, *"Today's digital kids think of information and communications technology (ITC) as something akin to oxygen. They expect it. It's what they breathe, and it's how they live. They use ICT to meet, play, date, and learn. It's an integral part of their social life. It's how they acknowledge each other and form their personal identities"* (Seely-Brown, 2004).

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 conduct 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. Some services remain outsourced in order to accommodate the current low level of in house IT capacity. UMP is currently building up its capacity in this regard.

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

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

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

Based on this assessment, the UMP believes that, as at 31 December 2017, that reasonable assurance is provided that its systems of internal control over its operational environment, information reporting and safeguarding of assets against the unauthorised acquisition, use or disposal of assets, is designed and operating effectively.

11. ANNUAL FINANCIAL REVIEW

11.1 GOVERNANCE AND CONTROLS

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

UMP is committed to good corporate governance and sound financial management. The Annual Financial Statements for 31 December 2017 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 2017 budget, with specific variations where considered applicable, based on growth projections for staff, students and infrastructure developments and projected operational changes and requirements.

11.3 HIGHER EDUCATION ENVIRONMENT

University students are becoming more reliant on NSFAS and DHET bursary funding due to the growing number of financially disadvantaged students. The sustainability thereof could influence the future recovery management of student debtors and decrease the risk of incurring bad debts. The Department of Higher Education and Training (DHET) has covered the increase in tuition fees for 2017, up to a maximum of 8%, for all students whose household income does not exceed R600 000 per annum.

11.4 OVERVIEW OF 2017 FINANCIAL POSITION

UMP recorded a deficit of R34.258m for the year under review, (surplus for 2016 R24.577 m). The Council resolved that the Deficit be funded from the UMP reserves.

Government subsidy grant of R203.604m (2016 R181.358m) was received during the year under review. The increase in the grant was not in tandem with the growth of staff and student numbers as well as the growth of the university's ever expanding infrastructure. The expanding infrastructure directly impacts on the cost of maintenance, cleaning, rates and taxes, water and electricity, security and relevant support staff cost. The DHET together with National Treasury has been extremely helpful by assisting the UMP with additional subsidy grant to compensate for the additional cost of growth for the 2018 and 2019 financial years.

Student debt remains a high risk to the UMP as a number of its students are from financially constraint families. The introduction by DHET of funding to cover the increase in 2017 tuition fees to a maximum of 8% for the "missing middle" as well as financial support by Service SETA, has assisted with additional student funding for 2017. The student debt at the year-end was R16.274m (2016 - R17.278m) after providing for doubtful debts of R15.708m (2016 - R4.262m). 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 has been negatively impacted by the funding of the current year's deficit of R34.258m by its reserves. Any surplus funds are invested in high yielding, capital preservation and easily converted to cash investments as advised by a Financial Broker.

An amount of R662.052 (2016- R695.890m) was received from DHET during the year for future infrastructure development to be managed by UMP. The infrastructure development is progressing well within budget and timelines. Buildings and other assets of R310.214m (2016 – Rnil) was capitalised during the year. UMP also transferred bulk water and sewerage infrastructure of R107.399m to the local municipality. This was in terms of the university's bulk infrastructure contribution to the municipality. 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 2017.

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. GA Deiner
- Mr. AC Keyser
- Ms. C Ledwaba
- Mr. C Mawela (resigned 1 April 2017)
- 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 were held quarterly with the management of University of Mpumalanga (UMP) and key role players, which includes the independent external and internal auditors. The external and internal auditors have unrestricted access to the members of ARIGC. ARIGC reports that it has complied with its responsibilities in terms of the Act, and the ARIGC charter.

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

12.3 THE EFFECTIVENESS OF INTERNAL CONTROL

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

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

Effective internal control is achieved by means of the risk management process, as well as the identification of corrective action and suggested enhancements to the controls and processes. From the Audit Report on the Annual Financial Statements and the Management Report of the external auditors, it was noted that no significant non-compliance with prescribed policies and procedures have been reported. Accordingly, we can report that the system of internal control for the year under review was adequate and effective. The external auditors finding concurs with the experiences of the Audit, Risk and IT Governance Committee 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 re-appointed PwC as the independent auditor and Mr Andries Oosthuizen as the designated partner, who is a registered independent auditor, to perform the 2018 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 for the 2017 external audit. The audit fee for the external audit has been considered and approved taking into consideration such factors as the timing of the audit, the extent and complexity of the work required and the scope.

12.6 ANNUAL FINANCIAL STATEMENTS (AFS)

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

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

12.7 ACCOUNTING PRACTICES AND INTERNAL CONTROL

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

Sizwe Ntsaluba Gobodo was re-appointed as Internal Auditors for the 2017 year. Their three year rolling audit plan was approved by the ARIGC and all internal audit reports were tabled at the ARIGC before submission to Council. The Internal Auditors also attend all ARIGC meetings. Their contractual period ends in May 2018 and it has been extended to the end of August 2018, by which time the ARIGC will be in a position to appoint Internal Auditors after a tender process.

12.8 AUDITOR'S REPORT

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

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

12.9 RISK EXPOSURE AND MANAGEMENT THEREOF

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

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

12.10 INFORMATION TECHNOLOGY

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

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

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 2017, have been examined by the University's external auditors and their report is presented on pages 144 to 192. They were approved by Council on 21 June 2017.

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:

Dr MD Mabunda
Chairperson of Council
25 June 2018

13. REPORT ON TRANSFORMATION

13.1 INTRODUCTION

The University of Mpumalanga as a new institution continued with the commitment to ensure that transformation imperatives are embedded in the institutional culture. The University has established a Transformation Committee that is chaired by the Vice-Chancellor that includes a diverse range of internal stakeholders including the SRC, Organised Labour and the Chairperson of the Institutional Forum.

UMP has adopted a broad conceptualization of transformation and considers it to be embedded in the Strategic Plan of the institution, UMP Vision 2022.

Transformation therefore at UMP covers governance, leadership and management, teaching and learning, research and scholarship, engagement, institutional culture and equity.

As a new institution without the baggage of history and as part of the Pioneering Journey, we have an excellent opportunity to establish an institution that is committed to transformation and ethical leadership. A workshop on transformation was held in March 2017 to provide the institution an opportunity to grapple with the conceptualization of transformation.

As part of ensuring the institutionalization of transformation, the University has established a Transformation Committee that is chaired by the Vice-Chancellor that includes a diverse range of stakeholder including the SRC, Organised Labour and the Chairperson of the Institutional Forum. Representatives of management are members of the Institutional Forum. Three female staff members were nominated by the Vice-Chancellor to serve as members of the Institutional Forum as per the UMP Statute in order to address the diversity within this structure.

The University sector was requested by the Department of Higher Education and Training to respond to the report by the South African Human Rights Commission (SAHRC) on Transformation at Public Universities in South Africa. The University of Mpumalanga in drawing insights from this report in its attempts to embed transformation in the institution.

Preparation work continued in 2017 to offer a common course, "Mpumalanga in Context" for first year students to provide students at the intellectual level with an opportunity to engage with their context and enhance their identity as students of the University of Mpumalanga. This module seeks to introduce students to their responsibilities as citizens and to help overcome racial, tribal, gender and religion discrimination and victimization.

There was an engagement between the University of Mpumalanga and the DST-NRF Centre in Indigenous Knowledge System based at the University of KwaZulu-Natal on 4 October 2017 to establish a partnership between the two organisations. The objective is the Integration of Indigenous Knowledge System (IKS) in the core business of the institution. The plan is to identify a team of IKS champions across disciplines and portfolios to drive the process.

13.2 REPORT ON THE WORKSHOP ON TRANSFORMATION

Presented below are the deliberation that took place at the workshop on transformation that was held on 15 March 2017.

13.2.1 TRANSFORMATION ON TEACHING AND LEARNING

Transformation of teaching and learning was discussed with a focus on transformation of the curriculum, with the curriculum seen broadly to include curriculum structure, curriculum content and curriculum implementation. All of the ideas and comments from participants fell within this broad definition.

Eight major cross cutting issues were raised and discussed in some detail.

i. 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 discussed and that this would assist with the coordination of transformation across the university. Several groups agreed that the university values and graduate attributes should serve this purpose.

ii. Linking research, engagement and teaching and learning for the transformation of the curriculum

There was general agreement that engagement and research could be powerful tools in the transformation of the curriculum and could be used to embed at least some of the values and graduate attributes into the curriculum. A good example would be the graduate attribute that our students should be socially aware change agents and we might best provide opportunities for our students to develop this attribute 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.

iii. The need to think in terms of barriers to access or success

Whether one is thinking about curriculum structure, content or implementation it is useful to think in terms of barriers. For example, the call for decolonization of the curriculum is legitimate in its own right but it can also be considered in terms of barriers.

To what extent do the colonial influences that have shaped the curriculum serve as a barrier to access or success?

iv. A Curriculum Development Framework for Transformation

It was suggested that the next step should be the development of a framework that would guide transformation of the curriculum. This could include three steps as follows:

a) an assessment of the status quo regarding the curriculum;
b) decisions around what a transformed curriculum should look like; and
c) the development of a 5 Year Plan for transformation of the curriculum.

The other comments fell within one of the three areas of the curriculum and are dealt with in the following text.

v. Curriculum structure

This was not discussed in any meaningful way except for one question about Extended studies or Foundation Programmes in support of transformation. More work will have to be done in this area.

vi. Curriculum content

Several ideas were raised here.

a) The need for the curriculum to be relevant. Several participants spoke of this as a means for transforming and Africanizing the curriculum.
b) The need to include issues of equity and discrimination in the curriculum. Here the discussion turned to the possibility of a Common Course and several staff members spoke of their experiences with such courses at their previous universities.
c) The issue of decolonization or Africanisation of the curriculum came up several times and the need for us to agree on what this means was emphasized. The question was posed, to what extent is this the latest hot topic in Higher Education and that we would need to find a balance between Africanisation but without losing site of the place of Africa in the world.
d) It was suggested that the curriculum should include more research (at all levels), communication skills, critical analysis, entrepreneurial skills, with a feeling that higher education prepares students for the workplace. In a more exaggerated form, this was expressed as transformation of the curriculum to prepare our graduates to solve all the ills of the Province and Nation.

vii. Curriculum implementation

a) The need to understand diversity in the classroom was emphasized. What we teach, the way that we teach it and the way that we assess should take into consideration the diversity in the classroom.

b) It was suggested that we could use our Programme Advisory Boards in discussions around transformation of the curriculum, while avoiding the pitfall of thinking that our sole purpose is to produce workers for industry.

c) Several speakers pointed to the use of ICTs and Moodle as a tool in transformation.

d) One staff member stated that we teach the way we were taught so we have a self-replicating cycle. Another said that we need to start with transforming ourselves as educators. To this end we will need to run workshops and discussion groups on transformation of the curriculum.

e) The need to ensure that the necessary resources were in place to support transformation was mentioned. This would include ensuring the library stocked a range of resources that highlighted African knowledge.

f) The role of Work Integrated Learning (WIL) as a means of transforming the curriculum was discussed.

13.2.2   TRANSFORMATION AROUND RESEARCH

All groups recognized that UMP was unique in many ways: new university, location of university, incorporation of former Lowveld College of Agriculture and adoption of the Siyabuswa Campus; staff qualifications, ongoing recruitment of staff, size of research office and available resources to the university.

Research is compulsory for all academics. Support staff who are engaged in postgraduate studies will also be involved in research. Policies that support all staff to engage in research are available.

Groups suggested that the following be considered if transformation is to happen:

1. Collaborative Research and multidisciplinary research must be encouraged.

2. Analysis of gaps in the system: our staff are at different academic levels in terms of qualifications and understanding research. Staff at lower levels must be identified and assisted in catching up and learning about research. Since all staff must fulfil the mandate of UMP, clear targeted programmes must be developed to support staff who need to upgrade themselves.

3. Workload impact on publications: the workload policy must be drawn to reflect that all staff are expected to do research by allocating time to research. In this way no staff will have an excuse for not engaging in research.

4. Composition of staff: Our staff can be categorised as follows:

   • Established Researchers
   • Emerging Researchers who will need Mentoring programs to enable them grow; and
   • Staff not interested in research or Mentoring programs who need to be encouraged and made to understand consequences of non-compliance.

5. Two campuses: UMP has two campuses so we need video-conferencing or structures that allow ease of interaction among researchers especially if collaboration is to thrive.

6. Including Research in our curricula: it is imperative that research be introduced at undergraduate level as is done in other universities. A good example given was that our Development Studies School is already doing it with 2nd year students. Other Schools are encouraged to do same.

7. Publish in more transformed journals: Researchers should be encouraged to publish in transformed journals where their work will be accepted on basis of quality and not other criteria. The assistance given by the university in terms of page fees was appreciated and should continue to encourage emerging researchers.

8. Publication subsidy: There should be differential incentives for publications:

   • Established Researchers publishing in high impact journals.
   • Emerging researchers;
   • Established Researchers publishing with emerging researchers, and
   • Academics publishing with students.

   Publication incentives are important but quality must be maintained and type of journals scrutinised.

9. Resources: UMP needs to make resources needed for quality research available to staff. These include journals, books, excellent libraries, data analysis software packages, statisticians based on campus for consulting. Our researchers are struggling in all these mentioned resources and these must be prioritised by the university. It is harder for staff coming from universities where these resources are a given for researchers.

10. Research that impacts communities within and without UMP: our research should take into consideration the needs of the UMP community as well as surrounding environment. Examples given were researching on issues that impact on the province such as challenges in education, health, agriculture etc.

13.2.3   INSTITUTIONAL CULTURE AND EQUITY

The following points were discussed and contributed by the group which dealt with Equity.

• Development of policy and guidelines that will guide the process of equity at UMP as a fundamental component for transformation;

- Ensure that there is a transformation plan in place, based on situation analysis conducted in order to ensure that future activities drive towards equity targets for both student enrolment and staff recruitment;
- In completing the EE Plan, the staff development program should be developed in order to address internal capacity for both job retention, and internal succession plan;
- Communication and awareness of EE Plan and enrolment plan for the UMP community to place this fundamental aspect in the context of the transformation agenda;
- The issue of gender and disability be factored in the plans (EE and Enrolment Plan/s) in order to ensure equitable ratio;
- Liaison with other internal structures to support disability in different ways in order to ensure access and proper support as projected by the Equity Plan and Enrolment Plan;
- Provide capacity for staff and students on disability issues, as part of creating a caring environment. This point advocates the creation of internal capacity for instance, anticipations should be made on how to empower staff especially academics on how to deal with students who have special requirements, when it comes to accessing learning material. This must form part of the transformation agenda at UMP;
- In the transformation agenda, UMP should invest in creating a disability centre as a matter of compliance and therefore create one stop service centre for students and staff with disability;
- UMP should speedily identify enrolment gaps in terms of gender. This area is motivated by the internal analysis inter alia: - in ICT, only 9 students are female out of 63 students at the first year level;
- Develop outdoor learning activities that reflect the diversity and forge social cohesion to sustain equity and eliminate high turnover for both students and staff;
- The need to develop a student recruitment pipeline other than solely relying on the traditional methods of recruiting students;
- UMP to use its values to drive the transformation agenda, and build an organizational culture that is reflective of its values; and
- Introduce socialization programmes as part of orientating students to sensitise them to norms and standards of institutions of higher learning.
- The University, introduced in 2017, a self-defense programme at both campuses targeting specifically woman to improve their safety and security both on and off-campus

13.3 TRANSFORMATION OF THE INSTITUTIONAL CULTURE

Africa Day was celebrated on 29 May 2017 and the programme was structured in such a manner that it contributed to the transformation agenda of the institution. The Guest Speaker was Prof Siphamandla Zondi from the University of Pretoria who presented a public lecture on *"Decolonising the African University, Knowledge Systems and Disciplines"*.

The celebrations allowed us to embrace our values of diversity.

13.4 CONCLUSION

The University has made strides towards the creation of an institutional culture that is characterised by social inclusion and the celebration of diversity.

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 2017

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

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Riverside
Mbombela
Mpumalanga
1200

BUSINESS ADDRESS

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1200

POSTAL ADDRESS

Private Bag X11283
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1200

BANKERS

Standard Bank Limited

AUDITORS

PricewaterhouseCoopers Inc.
Registered Auditors

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

REPORT ON THE FINANCIAL STATEMENTS

Opinion

1. We have audited the financial statements of the University of Mpumalanga set out on pages 150 to 193, which comprise the statement of financial position as at 31 December 2017 and the statement of comprehensive (deficit)/surplus, statement of changes in funds and statement of cash flows as well as the notes to the financial statements, including a summary of significant accounting policies.

2. In our opinion, the financial statements present fairly, in all material respects, the financial position of the University of Mpumalanga as at 31 December 2017, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act of South Africa, 1997 (Act no. 101 of 1997) (HEA).

Basis for opinion

3. We conducted our audit in accordance with the International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report.

4. 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.

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

Responsibilities of Council for the financial statements

6. The council is responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act and for such internal control as the council determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

7. In preparing the financial statements, the council is responsible for assessing the University of Mpumalanga's ability to continue as a going concern, disclosing, as applicable, matters relating to going 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.

Auditor's responsibilities for the audit of the financial statements

8. Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material

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misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

REPORT ON THE AUDIT OF THE ANNUAL PERFORMANCE REPORT

Introduction and scope

10. In accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof we have a responsibility to report material findings on the reported performance information against predetermined objectives for selected objectives presented in the annual performance report. We performed procedures to identify findings but not to gather evidence to express assurance.

11. Our procedures address the reported performance information, which must be based on the approved performance planning documents of the university. We have not evaluated the completeness and appropriateness of the performance indicators/measures included in the planning documents. Our procedures also did not extend to any disclosures or assertions relating to planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, our findings do not extend to these matters.

12. We evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected objectives presented in the annual performance report of the university for the year ended 31 December 2017:

Objectives	Pages in the annual performance report
Activity Area 1 – Governance and strategic leadership management	211 – 214
Activity Area 2 – Teaching and learning	214 – 221
Activity Area 3 – Research and knowledge generation	222 – 228
Activity Area 4 – Planning and institutional support	228 – 235
Activity Area 5 – Quality Student Experience	235 – 264
Activity Area 6 – Engagement and Partnerships	265 – 269
Activity Area 7 – Financial	269 – 272
Activity Area 8 – Human Resources	273 – 277
Activity Area 9 – Academic Administration	277 – 278

Objectives	Pages in the annual performance report
Activity Area 10 – New infrastructure projects division	279 – 282
Activity Area 11 – Marketing and Communication	283 - 285

13. We performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. We performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

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

Other matters
15. We draw attention to the matter below:

Achievement of planned targets
16. Refer to the annual performance report on pages 211 to 285 for information on the achievement of planned targets for the year and explanations provided for the under/overachievement of a number of targets.

REPORT ON THE AUDIT OF COMPLIANCE WITH LEGISLATION

Introduction and scope
17. 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.

18. We did not identify material findings on compliance with the specific matters in key legislation as set out in the general notice issued in terms of the PAA.

OTHER INFORMATION

19. The 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 to Council, the report of the institutional forum to Council and the report of the audit risk and IT governance Committee. The other information does not include financial statements, the auditor's report thereon and those selected objectives presented in the annual performance report that have been specifically reported on in this auditor's report.

20. 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.

21. 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.

22. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

23. 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

24. 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 2017 to 31 March 2018 and was issued on 15 May 2018.

- 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 2017 Infrastructure and Efficiency Funded Projects. The reports covered the period 1 April 2017 to 31 March 2018. This engagement is currently in progress.

- 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 2017 New Generation of Academics Programme. The report covered the period 1 April 2017 to 31 March 2018. This engagement is currently in progress.

- 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 2017 Teaching Development Grant. The reports covered the period 1 April 2017 to 31 March 2018. This engagement in currently in progress.

- As requested by the University, an engagement was conducted on information for staff qualifications. The reports covered the period 1 January 2017 to 31 December 2017. This engagement is currently in progress.

- 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

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Education and Training regarding the 2017 Research Development Grant. The reports covered the period 1 April 2017 to 31 March 2018. This engagement in currently in progress.

PricewaterhouseCoopers Inc.

PricewaterhouseCoopers Inc.
Director: AJ Oosthuizen
Registered Auditor
Mbombela
Date 27 June 2018.

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Annexure – Auditors' responsibility for the audit

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

Financial statements

2. In addition to our responsibility for the audit of the financial statements as described in this auditor's report, we also:

   - identify and assess the risks of material misstatement of the financial statements whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
   - obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the university's internal control.
   - evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the council.
   - conclude on the appropriateness of the council's use of the going concern basis of accounting in the preparation of the financial statements. We also conclude, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the University of Mpumalanga 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 this auditor's report. However, future events or conditions may cause a 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.

Communication with those charged with governance

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

4. 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	2017 R	2016 R	(Restated) 2015 R
ASSETS				
NON-CURRENT ASSETS		**1,443,722,833**	**957,428,344**	**207,738,034**
Property, plant and equipment	3	1,438,396,912	956,613,636	206,758,977
Intangible assets	4	5,325,921	814,708	979,057
CURRENT ASSETS		**856,144,713**	**798,964,298**	**368,628,705**
Trade and other receivables	5	33,403,479	40,059,594	12,160,943
Deposits		377,210	78,246	-
Cash and cash equivalents	6	822,364,024	758,826,458	356,467,762
TOTAL ASSETS		**2,299,867,546**	**1,756,392,642**	**576,366,739**
FUNDS AND LIABILITIES				
FUNDS		**185,190,355**	**219,447,899**	**194,871,341**
Reserves		162,169,186	196,426,730	133,969,000
Accumulated surplus		23,021,169	23,021,169	60,902,341
LIABILITIES				
NON-CURRENT LIABILITIES		**1,970,301,497**	**1,389,866,831**	**335,898,021**
Deferred income	7, 27.1	847,740,587	562,675,244	-
Conditional grants	8, 27.2	1,122,560,910	827,191,587	335,898,021
CURRENT LIABILITIES		**144,375,694**	**147,077,912**	**45,597,377**
Current portion of Deferred income	7	78,257,703	60,707,554	25,697,752
Trade and other payables	9	51,099,319	75,755,247	19,899,625
Provisions	10	15,018,672	10,615,111	-
TOTAL FUNDS AND LIABILITIES		**2,299,867,546**	**1,756,392,642**	**576,366,739**

	Notes	Educational and General Unrestricted 2017 R	Educational and General Restricted 2017 R	Educational and General Total 2017 R	Student Accommodation 2017 R	Total 2017 R	Total 2016 R
INCOME		**392,857,349**	**-**	**392,857,349**	**15,236,825**	**408,094,174**	**285,564,557**
Government grants	11	203,603,894	-	203,603,894	-	203,603,894	181,357,850
Government grants - assets	11	137,274,393	-	137,274,393	-	137,274,393	42,947,165
Student, accommodation and other fees	12	47,272,629	-	47,272,629	15,236,825	62,509,454	58,034,365
Donations received	13	2,549,425	-	2,549,425	-	2,549,425	2,659,592
Sales of goods and services		2,157,008	-	2,157,008	-	2,157,008	565,585
OTHER INCOME		**19,768,327**	**-**	**19,768,327**	**-**	**19,768,327**	**15,642,766**
Interest received	14	19,421,464	-	19,421,464	-	19,421,464	15,353,146
Rental income		346,863	-	346,863	-	346,863	289,620
TOTAL INCOME		**412,625,676**		**412,625,676**	**15,236,825**	**427,862,501**	**301,207,323**
EXPENDITURE							
Cost of employment	15	**177,773,706**	**-**	**177,773,706**	**-**	**177,773,706**	**129,748,949**
Academic		63,754,843	-	63,754,843	-	63,754,843	43,585,012
Professional support		114,018,863	-	114,018,863	-	114,018,863	86,163,937
Other operating expenditure		252,783,895	-	252,783,895	-	252,783,895	120,868,097
Depreciation, amortisation and impairments	3,4	31,562,444	-	31,562,444	-	31,562,444	25,981,985
Interest paid	16	-	-	-	-	-	31,734
TOTAL EXPENDITURE		**462,120,045**	**-**	**462,120,045**	**-**	**462,120,045**	**276,630,765**
(DEFICIT)/SURPLUS FOR THE YEAR		**(49,494,369)**	**-**	**(49,494,369)**	**15,236,825**	**(34,257,544)**	**24,576,558**
OTHER COMPREHENSIVE SURPLUS							
TOTAL COMPREHENSIVE (DEFICIT)/SURPLUS FOR THE YEAR		**(49,494,369)**	**-**	**(49,494,369)**	**15,236,825**	**(34,257,544)**	**24,576,558**

	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 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	-	3,000,000	-	-	-	-	457,730	-	3,457,730	21,118,828	24,576,558
Total comprehensive surplus at 1 January 2017	29,000,000	23,000,000	18,543,000	25,243,000	35,243,000	20,697,000	34,700,730	10,000,000	196,426,730	23,021,169	219,447,899
Total comprehensive deficit for the 2017 year	(15,159,237)	(3,684,196)	-	-	-	(1,667,139)	(13,746,972)	-	(34,257,544)	-	(34,257,544)
Balance at 31 December 2017	13,840,763	19,315,804	18,543,000	25,243,000	35,243,000	19,029,861	20,953,758	10,000,000	162,169,186	23,021,169	185,190,355
See note	18	19	20	21	22	23	24	25			

	Notes	2017 R	2016 R
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash (utilised) generated from operations	26.1	(176,147,353)	52,701,993
Interest income		19,421,464	15,353,146
Interest paid		-	(31,734)
Net cash flows from operating activities		**(156,725,889)**	**68,023,405**
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment	26.2	(510,112,200)	(379,836,501)
Purchase of other intangible assets	26.3	(5,285,966)	(33,605)
Proceeds from sale of assets		750,238	
Net cash flows from investing activities		**(514,647,928)**	**(379,870,106)**
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase in Deferred income	26.4	20,696,000	90,834,509
Increase in Conditional grants	26.5	714,215,383	623,370,888
Net Cash flows from financing activities		**734,911,383**	**714,205,397**
Total cash movement for the year		**63,537,566**	**402,358,696**
Cash and cash equivalents at the beginning of the year	6	758,826,458	356,467,762
Total cash and cash equivalents at the end of the year	6	**822,364,024**	**758,826,458**

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 de-recognition of an item of property, plant and equipment is included in the Income Statement when the item is derecognised. The gain or loss arising from the de-recognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

1.3 INTANGIBLE ASSETS

An intangible asset is recognised when:

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

Intangible assets are initially recognised at cost.

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

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

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

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

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

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

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

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

Internally generated brands, mastheads, publishing titles, customer lists and items similar in-substance are not recognised as intangible assets.

Amortisation is provided to write down the intangible assets, on a straight line basis, to their residual values as follows:

INTANGIBLE ASSETS

ITEM	USEFUL LIFE
Computer software	1 - 5 years

1.4 FINANCIAL INSTRUMENTS

Classification

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

Initial recognition and measurement

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

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

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

Subsequent measurement

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

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

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

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

De-recognition

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

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

Fair value determination

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

Impairment of financial assets

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

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

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

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 interpretations:

STANDARD / INTERPRETATION:	EFFECTIVE DATE: Years beginning on or after	EXPECTED IMPACT:
Amendment to IAS 7: Cash Flow Statements	01 January 2017	Unlikely there will be a material impact
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

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: Years beginning on or after	EXPECTED IMPACT:
IFRS 9 Financial Instruments	01 January 2019	Unlikely there will be a material impact
Amendment to IFRS 16: Leases, Recognition of assets and liabilities arising from all leases	01 January 2018	Will have no material impact as leased assets are of a low value
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) • Financial liabilities • Derecognition of financial instruments • Financial assets • General hedge accounting	01 January 2019	Unlikely there will be a material impact
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	The university does not have investment property
IFRIC 22, 'Foreign currency transactions and advance consideration	01 January 2018	The university does not trade in foreign currency.
IFRIC 23, 'Uncertainty over Income Tax treatments'	01 January 2019	Will have no material impact as the University is tax exempt

3. PROPERTY, PLANT AND EQUIPMENT

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

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	42,120,482	13,909,941	-	28,210,541
Library source materials	1,932,060	1,932,060	-	-
Motor Vehicles	2,499,642	467,106	-	2,032,536
Capital - Work in progress	361,557,940	-	-	361,557,940
TOTAL	**992,104,110**	**35,490,475**	**-**	**956,613,636**

RECONCILIATION OF PROPERTY, PLANT AND EQUIPMENT - 2017

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

The additions of R512.250m is net of the R109.373m, which was transferred from Work in progress during the year to expenditure, in lieu of our Bulk Infrastructure Contribution to the Local Municipality.

RECONCILIATION OF PROPERTY, PLANT AND EQUIPMENT - 2016

	Opening carrying value	Additions	Accumulated Depreciation / Impairment	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	10,911,437	7,147,243	28,210,541
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	**771,711,097**	**21,856,439**	**956,613,636**

4. INTANGIBLE ASSETS

	Cost	2017 Accumulated Amortisation	Carrying Value
Computer software	6,908,574	1,582,653	5,325,921

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

RECONCILIATION OF INTANGIBLE ASSET - 2017

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

RECONCILIATION OF INTANGIBLE ASSET - 2016

	Opening carrying value	Additions	Amortisation	Total
Computer software	979,057	160,909	325,258	814,708

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

	2017 R	2016 R
Student Debtors	16,274,762	17,277,601
Student Debtors	31,982,612	21,539,455
Less: provision for bad debts	(15,707,850)	(4,261,854)
Bursary's receivable	13,271,578	16,102,723
Income accrued	608,844	519,162
Other accounts receivables	3,248,295	6,160,108
	33,403,479	40,059,594

AGEING OF TRADE AND OTHER RECEIVABLES

	2017 R	2016 R
Student Debtors	16,274,762	17,277,601
120 + days	31,982,612	20,951,511
90 Days	-	107,054
60 days	-	341,859
30 Days	-	139,031
Current	-	-
Less: provision for bad debts	(15,707,850)	(4,261,854)
Bursary receivable	13,271,578	22,183,723
120 + days	13,271,578	22,183,723
Other	3,857,139	79,108
120 + days	3,857,139	79,108
Total	33,403,479	39,540,432

Other accounts receivables, in the main, comprise of an amount due by the University of Johannesburg of R2.475M (2016 - R6.081M) and the Receiver of Revenue of R0.446M (2016 - R0.026M)

6. CASH AND CASH EQUIVALENTS

Cash on hand	7,888	4,318
Cash equivalents	822,356,136	758,822,140
	822,364,024	758,826,458

7. DEFERRED INCOME

7.1	DHET Infrastructure	305,003,494	-
	Assets capitalised during the year	310,214,386	-
	Bulk Infrastructure completed during the year	107,398,713	-
	Bulk infrastructure transferred to the Municipality and expensed during the year	(107,398,713)	-
	Less: current depreciation transferred to income	(2,605,446)	-
	Less: Current portion transferred to current liabilities	(2,605,446)	-

		2017 R	2016 R
7.2	Assets transferred from Lower College of Agriculture (LCA)	70,934,226	72,019,279
	Balance at the beginning of the year	76,529,352	81,039,425
	Less: current depreciation transferred to income	(2,797,563)	(4,510,073)
	Less: Current portion transferred to current liabilities	(2,797,563)	(4,510,073)
7.3	Assets transferred from National Institute of Higher Education (NIHE)	95,251,009	96,562,672
	Balance at the beginning of the year	100,831,381	25,099,880
	Assets transferred during the year	-	78,424,459
	Less: current depreciation transferred to income	(2,790,186)	(2,692,958)
	Less: Current portion transferred to current liabilities	(2,790,186)	(4,268,709)
7.4	Assets transferred from New Universities Project Management Team (NUPMT)	376,551,858	394,093,293
	Balance at the beginning of the year	411,321,979	36,548,764
	Add: Assets including WIP transferred during the year	2,944,511	392,001,901
	Less: current depreciation transferred to income	(18,857,316)	(17,228,686)
	Less: Current portion transferred to current liabilities	(18,857,316)	(17,228,686)
7.5	Research Development Grant	-	-
	Balance at the beginning of the year	9,681,076	4,744,155
	Grant received during the year	5,910,000	5,371,740
	Less: Expenses paid during the year	(685,827)	(434,819)
	Less: Current portion transferred to current liabilities	(14,905,249)	(9,681,076)

		2017 R	2016 R
7.6	Teaching Development Grant	-	-
	Balance at the beginning of the year	12,477,190	5,993,092
	Grant received during the year	7,286,000	6,632,678
	Less: Expenses paid during the year	(83,193)	(148,580)
	Less: Current portion transferred to current liabilities	(19,679,997)	(12,477,190)
7.7	New Generation of Academic Project grant (nGAP)	-	-
	Balance at the beginning of the year	12,541,820	4,349,758
	Grant received during the year	7,500,000	9,330,932
	Less: Expenses paid during the year	(3,419,874)	(1,138,870)
	Less: Current portion transferred to current liabilities	(16,621,946)	(12,541,820)
	Total Non-Current Deferred income	847,740,587	562,675,244
	Total Current Deferred income	78,257,703	60,707,554

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

7.1 The DHET provided the UMP with a grant to construct infrastructure from the 1 April 2016. Assets with the value of R310.214m (2016 - R Nil) for Buildings, Furniture and Fittings and IT Equipment met the conditions of the conditional grant and the assets were capitalised during the year. Assets of bulk infrastructure of R108 million were constructed and handed over to the local municipality as the UMP's bulk infrastructure contribution and recognised it in full as income during the year. Assets capitalised during the year was depreciated to the value of R2.6 million (2016 - R Nil)and recognised as income during the year.

7.2 The Lowveld College of Agriculture's (LCA) staff, assets and programs were incorporated into the UMP as from the 1 January 2015. The assets were taken over at their book values at 1 January 2015, and will be recognised as income as the assets are depreciated. The depreciation of R2.798m (2016 - R4.510m) was recognised as income during the year.

7.3 The National Institute of Higher Education (NIHE) ceased operations at the end of 2014 year and the UMP was decreed as its "successor in title". The assets were taken over at their book values at 1 January 2015, and will be released to income as the assets are depreciated. The depreciation of R2.790m (2016 - R2.693m) was recognised as income during the year.

7.4 The NUPMT, was contracted by DHET in 2012 to establish, purchase and construct certain assets for UMP. Assets to the value of R2.9m (2016 - R392.002m) was capitalised at cost during the year and included in the Buildings amount of R843.975m (2016 - R519.830m), furniture and Fittings of R 28.328m (2016 - R18.545m) and IT Equipment of R47.517m (2016 - R42.120m) in note 3. They will be released to income as the assets are depreciated. The depreciation of R18.857m (2016 - R17.229m) was recognised as income.

7.5 The Research Development Grant 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.

7.6 The Teaching Development Grant 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.

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

8. CONDITIONAL GRANTS

	2017 R	2016 R
8.1 DHET Infrastructure Grant	1,039,096,300	795,890,000
Balance at the beginning of the year	795,890,000	100,000,000
Grants received during the year	662,052,000	695,890,000
Assets capitalised during the year	(310,214,386)	-
Bulk infrastructure contributions expensed during the year	(107,398,713)	-
Amounts expensed during the year	(1,232,601)	-
8.2 NIHE Siyabuswa grant	5,031,049	5,031,409
8.3 Other Grants	78,433,561	26,270,178
Total Non-Current Deferred income	1,122,560,910	827,191,587

8.1 DHET Infrastructure Grant - The DHET provided the UMP with an Infrastructure Grant to construct the infrastructure of the University. An amount of R662.052m (2016 - R695.890m) was received during the year. Assets to the value of R314.640m (2016- Nil) was capitalised during the year and R1.234m (2016 - Nil)was for expenses incurred during the year. An amount of R107.399m (2016 -Nil) was spent on the construction of bulk water and sewerage of the University. The bulk water and sewerage was transferred to the local municipality as part of the bulk contribution of the university and was recognised as income during the year.

8.2 A DHET grant received was ring fenced for infrastructure development at the Siyabuswa campus. An amount of R5.m (2016 - R5m) remains unspent at the end of the year.

8.3 Other grants includes capitalised interest of R68.209m (R2016 -R25.876m) and an amount of R9m (2016- R Nil) from the National Lotteries Commission for the construction of sport facilities.

9. TRADE AND OTHER PAYABLES

	2017 R	2016 R
Trade payables	34,122,047	71,824,683
Prepayments	12,991,402	-
Accruals	3,985,870	3,930,564
	51,099,319	75,755,247

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

10. PROVISION

Opening balance	10,615,111	2,275,355
Utilised	(5,016,511)	(2,275,355)
Additions	9,420,072	10,615,111
Closing balance	15,018,672	10,615,111

A provision for staff bonuses R4.132m (2016 - R5.016m)and leave pay of R10.886m (2016 - R5.599m) has been recognised.

11. GOVERNMENT GRANTS

11.1 Government grant - subsidy	203,603,894	181,357,850
11.2 Government grant - assets	137,274,393	42,947,165
	340,878,287	224,305,015

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

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

12. STUDENTS, ACCOMMODATION AND OTHER FEES

	2017 R	2016 R
Application fees	1,292,316	970,741
Residence fees	15,236,825	28,447,309
Tuition fees	45,980,313	28,616,315
	62,509,454	58,034,365

13. DONATIONS RECEIVED

Donations Received - government	-	1,332,170
Donations Received -private	2,549,425	1,327,422
	2,549,425	2,659,592

An amount of R1.199m was received as donations in kind. This was received from MTN for IT hardware and software which was capitalised, and renovation costs to convert a classroom to a computer centre at the Siyabuswa campus, which was expensed.

14. INTEREST RECEIVED

Interest received on investments held at financial institutions	19,421,464	15,353,146

15. OPERATING SURPLUS

	2017 R	2016 R
Operating surplus for the year is stated after accounting for the following:		
Auditors remunerations		
For statutory audit	540,489	747,028
- provision for current year	540 489	500,086
For other audit services	-	246,942
Internal audit	907 638	2,018,620
Advertising and marketing	11 178 415	5,135,749
Depreciation, amortisation and impairments	31 562 444	25,981,985
Employee costs	177 773 706	129,748,949
Insurance	3 942 953	1,418,490
Motor vehicle expenses	957 157	1,239,641
Municipal services	17 667 139	10,892,771
Recruitment costs	2 275 206	2,162,642
Residence expenses	11 455 141	28,129,044
Small equipment	1 150 123	1,388,014
Travel and accommodation - International	1 084 757	128,278
Travel and accommodation - Local	7 510 000	8,189,028

16. INTEREST PAID

	2017	2016
Municipal accounts	-	30,017
South African Revenue Services - PAYE	-	1,717
	-	31,734

17. 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)

18. GENERAL RESERVE FUND

	2017 R	2016 R
Unutilised funds	13,840,763	29,000,000
Balance at the beginning of the year	29,000,000	29,000,000
Amount (utilised) during the year	(15,159,237)	-

This is a designated, unrestricted use fund. The purpose of this fund is to ensure sufficient funding to finance any unforeseen, urgent and emergency future costs to meet the strategic and operational efficiency of the University. Funds to the value of R9.139m (R2016 - Nil) was utilised during the year in terms of a Council resolution.

19. SCHOLARSHIP, BURSARIES AND AWARDS FUND

	2017	2016
Transferred from unutilised funds	19,315,804	23,000,000
Balance at the beginning of the year	23,000,000	20,000,000
Amount (utilised) provided during the year	(3,684,196)	3,000,000

This is an undesignated, unrestricted use fund under the control of the Council. The purpose of this fund is to finance Scholarship, bursaries and awards of UMP students. Funds to the value of R3.684m (R2016 - Nil) was utilised during the year in terms of a Council resolution.

20. REPLACEMENT FUND FOR PLANT AND EQUIPMENT

	2017	2016
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.

21. INVESTMENT EQUALISATION AND ACADEMIC STRATEGIC INITIATIVES FUND

	2017 R	2016 R
Transferred from unutilised funds	25,243,000	25,243,000

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

22. RESEARCH STRATEGIC INITIATIVES FUND

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

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

23. INSTITUTIONAL CONTINGENCY FUND

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

This is an undesignated, unrestricted use fund under the control of the Council. The purpose of this fund is to ensure sufficient institutional resources to fund the cost associated with unforeseen eventualities posing a threat to the safety and wellbeing of students and staff and / or which may result in severe damage to the reputation of the UMP and / or UMP property.

24. INSTITUTIONAL MAINTENANCE FUND

	2017 R	2016 R
Unutilised funds	20,953,758	34,700,730
Balance at the beginning of the year	34,700,730	34,243,000
Amount (utilised) provided during the year	(13,746,972)	457,730

This is an undesignated, unrestricted use fund under the control of the Council. The purpose of this fund is to ensure sufficient funding to finance the future costs associated with the approved Institutional Maintenance Plan; and ensure sufficient institutional resourced to fund unforeseen and urgent maintenance costs. Funds to the value of R13.746m (R2016 - Nil) was utilised during the year in terms of a Council resolution.

25. ACADEMIC SUPPORT FUND

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

This is an undesignated, unrestricted use fund under the control of the Council. The purpose of this fund is to ensure sufficient funding to finance and ensure that sufficient resources are available to the support of the Academic project of UMP.

26. STATEMENT OF CASH FLOW NOTES

26.1 CASH GENERATED FROM OPERATIONS

	2017 R	2016 R
(Deficit) Surplus for the year	(34,257,544)	24,576,558
Adjusted for:		
Government grants - assets	(139,791,325)	(20,568,891)
Donations - private	(796,155)	-
Depreciation, amortisation and impairment	31,562,444	25,981,985
Interest received - investment	(19,421,464)	(15,353,146)
Interest paid	-	31,734
Insurance claim	(750,238)	
Profit on sale of asset	(35,624)	
Loss on decommissioning of assets	1,237,769	-
Movement in provisions	4,403,561	14,416,878
Changes in working capital		
Trade and other receivables	6,656,115	(32,160,504)
Deposits	(298,964)	(78,246)
Trade and other payables	(24,655,928)	55,855,625
	(176,147,353)	**52,701,993**

26.2 PURCHASE OF PROPERTY, PLANT AND EQUIPMENT

Cost at the end of the year	1,504,353,994	991,528,720
Less: cost at the beginning of the year	(992,104,110)	(219,817,622)
Movement of assets during the year	512,249,884	771,711,098
Less: Assets received as a result of government grant	(2,944,511)	(391,874,597)
Less: Assets received as in kind private donations	(653,160)	-
Add: Disposal / decommissioned during the year	1,459,987	-
Purchase of Property, Plant and Equipment	510,112,200	379,836,501

26.3 PURCHASE OF OTHER INTANGIBLE ASSETS

	2017 R	2016 R
Cost at the end of the year	6,908,574	1,479,613
Less: cost at the beginning of the year	(1,479,613)	(1,318,704)
Additions to assets during the year	5,428,961	160,909
Less: Assets received as a result of government grant	-	(127,304)
Less: Assets received as in kind private donations	(142,995)	-
Purchase of other intangible assets	5,285,966	33,605

26.4 INCREASE IN DEFERRED INCOME

	2017	2016
Closing balance at the end of the year	925,998,290	623,382,798
Less: Assets capitalised/donated by government treated as deferred income	(313,158,897)	(392,001,901)
Add: Expenditure transferred to income	4,188,894	-
Add: Depreciation allocated to Deferred income	27,050,511	17,228,686
Less: Opening balance at the beginning of the year	(623,382,798)	(157,775,074)
Increase in Deferred Income	20,696,000	90,834,509

26.5 INCREASE IN DEFERRED INCOME

	2017	2016
Closing balance at the end of the year	1,122,560,910	827,191,587
Add: Assets capitalised/donated by government treated as deferred income	310,214,386	-
Add: Expenditure transferred to income	1,232,961	-
Add: Bulk infrastructure assets transferred to donations - government	107,398,713	-
Less: Opening balance at the beginning of the year	(827,191,587)	(203,820,699)
Increase in Conditional grants	714,215,383	623,370,888

27. RECLASSIFICATION

	2017 R	2016 R

Whilst preparing the Annual Financial Statements for year ended 31 December 2016, management noticed that they had incorrectly classified certain Conditional grants as Deferred income in the prior years. The reclassification of the listed items has been corrected retrospectively.

27.1 Deferred income

	2017 R	2016 R
Currently classified	-	562,675,244
As previously classified	-	1,389,866,831
Currently classified as Conditional grants - See note 27.2	-	827,191,587

27.2 Conditional grants

	2017 R	2016 R
Currently classified	-	827,191,587
As previously classified	-	-
Currently classified as Conditional grants - see note 27.1	-	827,191,587

28. COMMITMENTS

Capital Contracted Commitments

	2017 R	2016 R
28.1 Commenced but not yet completed	1,380,561,859	225,694,953
28.2 Contracted but not yet commenced	43,435,955	35,166,356
28.3 Committed but not yet contracted	119,456,978	1,333,632,809
Total	1,543,454,792	1,594,494,118

	2017	2016
	R	R

28.1 Projects to the value of R1 380.572m (2016 - R225.694m) were contracted for and commenced but not yet completed at the year end. Work-in-progress at the end of year was R527.481m (2016 - R361. 921m).

28.2 Projects to the value of R43.436m (2016 - R35.166m) were contracted for as per the Council approved budget for infrastructure expenditure for which work had not yet commenced.

28.3 The Council has approved the submission of the budget for infrastructure expenditure of R1 543.455m for the period 2018 to 2020 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 2018-2020. The amount of R119.457m (2016- R1 333.633m) remains committed but not contracted for.

Operating Lease Commitments

	2017	2016
within 1 year	232,284	232,284
within 5 years	286,676	518,960

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

29. EXECUTIVE MANAGEMENT AND COUNCIL MEMBERS' REMUNERATION

EXECUTIVE

	2017 R Salary	2017 R Expense Allowance	2017 R Total	2016 R Total
Prof TV Mayekiso (Vice-Chancellor)	3,397,880	105,222	3,503,102	3,215,929
Prof RTF Bernard (Deputy Vice Chancellor)	1,950,075	67,122	2,017,197	1,882,788
Prof RL Howard (Deputy Vice-Chancellor)	1,950,075	66,513	2,016,588	1,882,094
Mr KD Pather	2,124,252	60,486	2,184,738	1,965,814
Mr JSM Legodi	1,709,450	49,437	1,758,887	1,603,715
Mr CL Mavuso	1,683,219	50,432	1,733,651	1,585,042
Dr PM Maminza	1,303,487	41,247	1,344,734	1,254,899
	14,118,438	440,459	14,558,897	13,390,281

NON-EXECUTIVE COUNCIL MEMBERS

	Honorarium	Expense Allowance	Total 2017	Total 2016
Dr DM Mabunda (Chairperson)	33,981	30,468	64,449	72,069
Ms C Mabuza (Deputy Chairperson)	20,536	-	20,536	10,785
Mr A Chinyemba	7,248	-	7,248	-
Mr GP Els	13,140	-	13,140	6,360
Dr BL Kgobane	16,739	-	16,739	19,080
Ms C Ledwaba	45,313	-	45,313	34,068
Ms IM Mahlangu	57,628	-	57,628	38,160
Mr MM Maimane	48,569	-	48,569	38,160
Ms I Makwetla	9,516	-	9,516	8,480
Mr A Mashego	37,756	-	37,756	15,370
Prof C Machethe	-	-	-	12,720
Dr X Mkhwanazi	10,872	-	10,872	25,440
Mr V Mlombo	-	-	-	13,780
Ms L Mohlala	14,348	-	14,348	8,480
Mr TG Mokoena	25,073	-	25,073	33,046
Prof RTG Nhlapho	10,872	-	10,872	-
Dr T Ngomane	-	-	-	12,720
Prof SS Ripinga	14,348	-	14,348	21,200
Ms H Thrush	14,201	-	14,201	21,348
Dr NJ Tshawane	28,549	-	28,549	19,080
Ms MH Umlaw	11,638	-	11,638	35,980
Adv JC Weapond	8,456	-	8,456	19,080
	428,783	30,468	459,251	465,406

30. RELATED PARTIES

Relationships

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

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

RELATED PARTY TRANSACTIONS

	2017 R	2016 R
Government grants from the DHET - operational	203,603,894	181,357,850
Government grants from the DHET - assets	137,274,393	20,568,891
Conditional grant received from the DHET	310,214,386	717,225,350
Funza Lushaka bursaries received for qualifying students	33,563,338	16,559,840
NSFAS bursaries received for qualifying students	37,436,965	3,846,739
Assets transferred from NUPMT	2,944,511	392,001,901
Assets transferred from NIHE	-	78,424,459
	725,037,487	1,409,985,030
Related party balances		
Deferred income from DHET	305,003,494	795,890,000
Current portion of Deferred income	78,257,703	60,707,554
Conditional grants	1,122,560,910	827,191,587
NSFAS Debtors balance	9,016,100	2,251,331
FUNZA Debtors balance	392,180	3,572,280
	1,515,230,387	1,689,612,752

31. 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.

	2017 R	2016 R

Liquidity risk

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

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

The below analyses the university's non-derivative financial liabilities 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 are the contractual undisclosed cash flows.

	2017 R	2016 R
Less than one year		
Trade and other payables	51,099,319	75,755,247

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 2017, if interest rates on cash and cash equivalents had been 0.5% higher/lower with all other variables held constant, the deficit for the year would have been R537 000 (2016: R1 351 740) higher/lower.

Credit risk

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

32. 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	2017 R	2016 R
INCOME FROM STUDENTS	12	**62,509,454**	**58,034,365**
Application fees		1,292,316	970,741
Residence fees		15,236,825	28,447,309
Tuition fees		45,980,313	28,616,315
OTHER INCOME		**365,353,047**	**243,172,958**
Government grants - subsidy	11	203,603,894	181,357,850
Government grants - assets	11	137,274,393	42,947,165
Donations received	13	2,549,425	2,659,592
Interest received	14	19,421,464	15,353,146
Rental income - staff housing		346,863	289,620
Sales of goods and other services		2,157,008	565,585
TOTAL INCOME		**427,862,501**	**301,207,323**
OPERATING EXPENSES (Refer to page 31)		**462,120,045**	**276,599,031**
Operating (deficit)/surplus	15	(34,257,544)	24,608,292
Interest paid	16	-	31,734
(DEFICIT)/SURPLUS FOR THE YEAR		**(34,257,544)**	**24,576,558**

	Notes	2017 R	2016 R
OPERATING EXPENSES			
Advertising and marketing		11,178,415	5,135,749
Auditors remunerations - external		540,489	747,028
Auditors remunerations - internal		907,638	2,018,620
Bank charges		329,683	243,685
Bulk infrastructure contribution		109,373,253	-
Catering and refreshment expenses		2,765,588	1,990,841
Cleaning		3,395,713	4,735,684
Communication costs		566,680	632,039
Conferences and workshops		3,470,518	1,375,136
Depreciation, amortisation and impairments		31,562,444	25,981,985
Employee costs		177,773,706	129,748,949
Examination expenses		578,341	105,787
Fines and penalties		(477,216)	373,214
ICT costs		3,193,313	6,631,452
Insurance		3,942,953	1,418,490
Legal fees		3,773,594	1,671,887
Loss on decommissioning of assets		1,237,694	-
Motor vehicle expenses		957,157	1,239,641
Municipal services		17,667,139	10,892,771
NGAP Expenses		3,419,874	1,138,870
Office supplies		12,528	20,609
Other expenses		1,648,630	2,733,032
Printing and stationery		2,100,129	2,047,117
Professional services		3,871,283	5,178,135
Provision for bad debts		11,445,996	3,801,767
Programme costs		558,035	989,156
Protective clothing		13,250	11,866
Recruitment costs		2,275,206	2,162,642
Rental of buildings		637,250	-
Rental of equipment		1,216,838	2,425,011
Repairs and maintenance		13,746,972	3,599,712
Research development grant expenses		713,102	434,819
Residence expenses		11,455,141	28,129,044
Security and safety		8,600,345	7,932,504
Service fees		81,588	1,400,683
Small equipment		1,150,123	1,388,014
Staff development		3,815,226	3,412,629
Student support services		7,807,995	4,935,385
Subscriptions		2,335,519	762,790
Teaching development grant expenses		83,193	148,580
Training		3,799,963	686,399
Travel and accommodation - international		1,084,757	128,278
Travel and accommodation - local		7,510,000	8,189,028
TOTAL OPERATING EXPENSES		**462,120,045**	**276,599,031**

ANNEXURE 1

LIST OF COUNCIL APPROVED POLICIES FOR THE 2017 ACADEMIC YEAR APPEAR HEREUNDER

1. Excellence in Engagement Awards: Policy and Procedures
2. Engagement Policy
3. Policy on Sexual Harassment
4. Policy on Program Advisory Boards
5. Policy on E-Learning
6. Policy for Development of New Academic Programmes
7. Policy for the Review of Academic Programmes
8. Security Management Policy
9. Supply Chain Management Policy
10. Policy on Management of Private Work
11. Policy on DHET Subsidy on Research Outputs
12. Student Debt Management Policy
13. User Access Management Policy
14. Policy on the Management of Performance Information
15. Merit Awards for Academic Excellence Policy
16. Staff Development and Training Policy
17. Policy on Safety, Health and Environmental Management

ANNEXURE 2

DEPARTMENT OF HIGHER EDUCATION AND TRAINING:
ANNUAL PERFORMANCE REPORT 2017

SECTION

1. CHAIRPERSON'S FOREWORD

The Council of the University of Mpumalanga confirms that the 2017 Report provides a progress update on the Governance, Teaching and Learning (enrolment), Research (capacity and productivity) and Financial performance of UMP against the 2017 Annual Performance Plan.

Governance structures are in place: the UMP Council, Senate and Committees of these bodies have been constituted with Terms of Reference and continue to meet and fulfil their duties.

In 2017, UMP continued to offer nine programmes at diploma, undergraduate degree and Advanced Diploma levels and admitted 1769 students in 2017. The enrolment in science, engineering and technology was highest (1105) followed by Education (401) and the least was Business/Management (70). The University continued to submit new programmes to the DHET and CHE for approval. The Programme for Academic Staff Support and mentoring programme for students are in place and workshops were held regularly on both campuses.

The University held its second graduation ceremony with 203 students graduating with the Diploma in Agriculture in Plant production (131 students), the Advanced Diploma in Agriculture in Agricultural Extension (33), the Diploma in Hospitality Management (14) and the Bachelor of Agriculture in Agricultural Extension and Rural Resource Management (25).

The number of instructional/Research professionals increased to 88 with a pleasing increase in the percentage with a Doctoral qualification to 26%.

Financial reports are submitted quarterly and robust procurement procedures are in place. The University received an unqualified audit for the year ended 31 December 2016.

The University of Mpumalanga has made good progress towards meeting the targets set for 2017.

Dr M D Mabunda
Chairperson of Council

2. ENROLMENT PERFORMANCE FOR 2017 AGAINST MINISTERIAL APPROVED TARGETS

TABLE 1: STUDENT ENROLMENT TARGETS (WHERE THE DEVIATION IS GREATER THAN 1%, A REASON IS PROVIDED)			
Key performance indicator	Target (year n) Percentage or total number	Performance indicators for 2017	Reason for Deviation
A. Access			
Headcount totals			
First-time entering undergraduates	800	**792**	deviation is 1%
Headcount enrolments	1773	**1768**	Deviation is 0.28%
Headcount enrolments (Foundation Provisioning)	0	**0**	0
Headcount enrolments total UG	1773	**1768**	Deviation is 0.2%
Headcount enrolments total PG	0	**0**	0
Enrolments by Major field of study			
Science, engineering, technology	1122	**1106**	Enrolment is 1.4% under the target which was based on and dependent on UMP launching a number of new qualifications and this did not materialise.
Business/management	70	**68**	Enrolment is 2.9% under the target which was based n an assumption that UMP would launch an Advanced Diploma in Hospitality in 2017.
Education	404	**401**	Deviation is 0.7%

Other humanities	177	**193**	Enrolment is 9% above the target. The University received a large number of applications for the Bachelor of Development Studies who exceeded the entrance requirements and extra spaces were provided.
Distance education enrolments	0	**0**	0

B. Success

Graduates UG	200	**203**	Graduation was 1.5% above the target due to better than expected performance in the final academic year.
Graduates PG	0	**0**	0
Undergraduate output by scarce skills			
Engineering	0	**0**	0
Life and physical sciences	190	**189**	Deviation is less than 1%
Animal and human health	0	**0**	0
Teacher education	0	**0**	0
Success rate	12%	**15.9%**	Success rate was greater than expected because of the better than expected performance of final year students.

C. Efficiency

Instructional/Research Professional Staff including part time staff			

Headcount of permanent instructional/research professional staff	88	**87**	Deviation is 1.1% and staff numbers are less than expected due to delayed recruitment.
% Staff with doctoral degrees	26%	**31%**	Deviation is a result of more new appointments with a doctorate than expected
Number of nGap staff	6	**6**	0
Ratio of FTE students to FTE instructional/research staff	18.5:1	**18.3:1**	Deviation is less than 1%

D. Research output

Publication units per I/R staff	0.6	**0.5**	We expect to achieve the target by the end of the year.
Research masters graduates (Weighted)	NA	**NA**	0
Doctoral graduates (Weighted)	NA	**NA**	0

Note: Data for 2017 reflected is not audited

3. EARMARKED GRANTS

TABLE 2: EARMARKED GRANTS FOR 2017 (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	R 7 286 000	33582.85	100% expended	Expenditure is lower than planned due to overestimation of costs and insourcing of most activities.

Research Development Grant	R 5 910 000	128013.60	100% expended	Expenditure is lower than planned due to overestimation of likely expenditure and financial support from the SETAs.
Foundation Provision Grant	NA			NA
Clinical Training Grant	NA			NA
Infrastructure and Efficiency Grants	NA			NA
Veterinary Sciences	NA			NA

4. A SELECTION OF UMP KEY PERFORMANCE HIGHLIGHTS AND ACHIEVEMENTS IN 2017

4.1 GOVERNANCE AND STRATEGIC LEADERSHIP AND MANAGEMENT

In January 2017, the university successfully took full control of the Siyabuswa Campus and all of its staff. This transition was built on the preparatory work completed in 2016. All the academic staff, and UMP staff on contracts, accepted the new employment offers from UMP and teaching and learning have continued uninterrupted. The University developed a Strategic Plan for Siyabuswa based on a broad consultative process including meetings with internal and external stakeholders.

In the period under review a focus has been on ensuring that all governance structures, policies and procedures are aligned with the University of Mpumalanga Statute and this has resulted in policy review and revision where necessary. The Department Higher Education and Training will implement the University Capacity Development Program (UCDP) from the beginning of the 2018 academic year and the University successfully completed the development of its UCDP and UCDG which were approved by DHET.

In May 2017, the University celebrated its second graduation ceremony at which the Chancellor of the University, the Honorable Deputy President of the republic Mr Cyril Ramaphosa conferred the degrees and awarded the diplomas to 203 graduates. The Guest Speaker was Mr Thulani Nzima, the chairperson of the Mpumalanga Tourism and Parks Agency.

4.2 TEACHING AND LEARNING

During 2017, the University continued to develop its programme qualification mix and submit applications for new qualifications to the Department of Higher Education and Training and the Council on Higher Education. The University has received accreditation for three new qualifications being the:

• Bachelor of Commerce;
• Bachelor of Arts; and
• Advanced Diploma in Hospitality Management.

These new programmes will be launched in 2018 and will bring the total number of programmes to 12, including four diplomas, two Advanced Diplomas, and six Bachelor's degrees. In addition, the University has 10 qualifications at the CHE awaiting accreditation. Most recently, we have received PQM Clearance from the Department of Higher Education and Training for the following qualifications:

• Advanced Diploma in Information Communication Technology;
• Advanced Diploma in Nature Conservation;
• Bachelor of Development Studies Honours; and
• Master of Agriculture in Agricultural Extension.

Applications to the CHE for accreditation have been made for the Bachelor of Development Studies (Honours), Advanced Diploma in Nature Conservation and Master of Agriculture in Agricultural Extension which we plan to launch in 2019.

The first UMP Student Academic Excellence Awards Ceremony was held on 19 May 2017 and awards were made in the categories of Vice-Chancellor's Award, Best First Year Undergraduate Diploma and Degree students, and to the Best First Diploma and First Degree students. At the same ceremony, we recognized 32 recipients of the Vice-Chancellor's Scholarship. The ceremony was attended by the Chairperson and some members of Council, Executive Management, staff and the parents of the award winners and recipients of the Vice-Chancellor's Scholarship.

The University held its second graduation ceremony with 203 students graduating with the Diploma in Agriculture (131 students), the first cohort of students from the Advanced Diploma in Agriculture in Agricultural Extension (33 students), the Diploma in Hospitality Management (14 students) and the Bachelor of Agriculture in Agricultural Extension and Rural Resource Management (25 students).

The University was pleased to be awarded a further three posts in the New Generation of Academics Programme (nGAP), in Hospitality Management, Early Childhood Education, and Economics, and we have appointed staff who will start in January 2018. The nGAP Lecturer in Early Childhood Education will be based at the Siyabuswa campus.

Our academic staff on both campuses continue to be supported through the Programme for Academic Staff Support, and during 2017 workshops in teaching & learning in HE, assessment, the integration of WIL into the curriculum, the assessment of WIL, and the use of technology in teaching and learning, were presented, and new academic staff received an orientation programme. Ten staff members were enrolled for the PGCHE at Rhodes University and the first four successfully completed this qualification during the year. Two staff members undertook a programme for vocational teachers run by Tshwane University of Technology and Haaga-Helia University of Applied Sciences in Finland. Dr Juliet Masalesa, Programme Leader for the Bachelor of Education in Foundation Phase Teaching, and Dr Oswald Mhlanga, Programme Leader for the Diploma in Hospitality Management, graduated with PhDs during 2017.

The Peer Mentoring Programme for undergraduate students was progressively implemented and a full First Year Experience which included a successful Orientation Week in 2017, continued to be developed.

4.3 RESEARCH AND KNOWLEDGE GENERATION

Improving research quality and productivity remained one of the University's priorities in 2017. On the Siyabuswa Campus, five Council approved policies were workshopped in February 2017 and the Siyabuswa staff become fully integrated into the UMP research processes and procedures. Members of the academic staff at Siyabuswa participated in national and international conferences, received mobility support to visit supervisors, and participated in various research workshops and capacity building programmes.

In order to further support emerging researchers and develop research potential, the University signed an agreement with the Southern African Technology Network to provide training in Masters' and Doctoral proposal writing, as well as supervision of postgraduate students. Training for academic staff was provided in the following areas:

• Proposal writing programme;
• the use of SPSS for data analysis;
• Research Ethics.

In 2017, 18 staff members were registered for doctoral studies and 10 were registered for Masters' degrees at South African universities.

Seven staff members attended national and four staff members attended international conferences and publications are expected from the conference papers. Dr Leon Bezuidenhoud received the best paper award at the 2017 International Academic Conference on Business, for his paper on "Constructing and Organising a Climate Model to predict Potential Risk of Management Fraud".

The 2016 DHET Research output report was submitted to DHET in May 2017 and the calculated units were 34.35, which is more than twice the number of units produced in 2016.

The NRF has supported UMP with three NRF Interns for 2017, and research and student supervision funding of R693,666.00. Three nGAP lecturers and five researchers applied for research support and to the Thuthuka Programme, respectively. Two staff members submitted applications for NRF rating and Dr Taro Mwabvu received a C2 rating.

The University applied for a CATHSETA Research Chair of Hospitality and Entrepreneurship and the Service SETA has provided research support for five staff members enrolled in postgraduate research. The Erasmus + Project Agreement has been signed with the EU and project funds will be disbursed to all participating institutions, including UMP, in South Africa and Mozambique.

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. Progress is being made with solving all outstanding matters.

The 2017 to 2019 budgets showed a significant deficit in each year, primarily because growth of UMP is not matched to the subsidy grant received. The 2017 deficit will be funded from reserves whereas DHET has increased the subsidy to cover the 2018 budgeted deficit. It is paramount that a long-term solution is obtained that will ensure that the subsidy grant is matched to the strategic growth of the university.

The University has again achieved an unqualified audit under difficult circumstances. All staff members and other role-players that contributed towards this should be acknowledged.

4.5 NEW INFRASTRUCTURE

During 2017, the University successfully completed the project that links the Mbombela Campus with optic fibre, with a redundant line, to the South African National Research Network (SANReN), and the broadband speed has been upgraded from 100Mbs to 10 Gbs.

Five new buildings were handed over in 2017 and these include:

a) The Executive Office Building with the Council Chamber;
b) The Library and Information Resource Centre;
c) Student Residence Building for 105 Students;
d) The Multi-Purpose Hall and Student Wellness Centre; and
e) The Extension of the Dining Hall to increase the capacity from 250 to 500 seats.

The Construction of five buildings, to be completed in 2018, reached an advanced stage at the end of 2017. This has been the largest and most complex phase of construction to date and will complete a large portion of the Lower Campus. The buildings which will be completed in 2018 include:

a) The ICT Building for Computer Science;
b) The Hospitality and Tourism Building;
c) The Multi-Purpose Teaching Buildings;
d) The Multi-Purpose Administration Block for Student Registration, Registrar, Student Affairs and Student Support.

Extensive improvements of the bulk infrastructure were planned and some were completed in 2017 in order to strategically provide the university with adequate infrastructure to meet future and current demand. The infrastructure projects include on the Mbombela Campus:

a) Bulk water supply pipe-line which includes a new 900KL Reservoir which was completed in 2017, forming part of the university's bulk services contribution to the Mbombela Local Municipality;
b) A Regional Waste Water scheme was installed on behalf of the Mbombela Local Municipality forming part of the university's bulk services contribution. The construction of the bulk sewer mains to connect UMP was completed in 2017;
c) Planning for the future 20MVA substation has commenced and the location identified.

On the Siyabuswa Campus:

d) The way-leave permission that was holding up the upgrading of an existing power mini-sub and installation of new power sub-station was finally signed and processed to ESKOM. This was an important achievement to deal with the critical power shortage on the Siyabuswa Campus;
e) The construction of two new entrances to the Siyabuswa campus was completed.

TABLE 3: CONSOLIDATED BUDGET: 2017 VS REVENUE AND EXPENDITURE AS AT 31 DECEMBER 2017 (UNAUDITED)

Line Item	Council controlled Unrestricted		Specifically funded activities – Restricted		Student and staff housing		Total Budget		Reason for variance
	Budget 2017	Actual 2017	Budget 2017	Actual 2017	Budget 2017	Actual 2017	Budget 2017	Actual 2017	
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	
Total Income	**249 346**	**407 789**	**13 196**	**4 189**	**32 393**	**15 465**	**294 935**	**427443**	
State grants	199 415	199 415					199 415	199 415	No variance
Earmarked State Grant			13 196	769			13 196	769	Expenditure is lower than planned due to overestimation of likely expenditure and slow growth of research activity.
Funding for nGAP				3 420				3 420	Not budgeted for originally
Tuition and other fees	41 931	47 273					41 931	47 273	Provision for bad debts is still to be taken into consideration
Investment Income	8 000	19 421					8 000	19 421	Increase in interest due to better cash flow management and better interest rates

Item									Comment
Income from contract, grant, donations		141 680						141 680	Bulk infrastructure contributions of R109m and allocation of realization of deferred income not budgeted for
Resident - staff					55	346	55	346	Current Market related rentals charged
Student accommodation fees and meals					32 338	15 119	32 338	15 119	Meals income previously budgeted for, however the introduction of the use of Intellimali card reduced the meals income
Less Total Expenditure	**363 869**	**447 248**	**13 196**	**4 189**	**0**	**0**	**377 065**	**451 437**	
Personnel cost	214 050	177 532							Recruitment deferred to manage the budgeted deficit to acceptable levels
Bulk Contributions		109 373							Unbudgeted bulk contributions income and expenditure (see above)
Contract-catering	24 009	11 455							Catering expenses reduced as a result of the implementation of Intellimali card
Contract-security	8 214	8 600							

Item									Comment
Maintenance	26 870	13 747							Repairs and Maintenance has been deferred to manage the budgeted deficit to acceptable levels
Rates and utilities	10 911	17 667							Municipal rates increased above inflationary rate together with our increase infrastructure capitalization
Earmarked State Grant			13 196	769					Expenditure is lower than planned due to overestimation of likely expenditure and slow growth of research activity.
nGAP expenditure				3420					Not in the original budget
Other operating expenses	60 922	77 312							Growth of staff and students had a knock on effect on operating expenses.
Depreciation	18 893	31 562			32 393	15 465			Increased depreciation due to increased capitalization of assets
SURPLUS (DEFICIT) BEFORE TRANSFERS	(114 523)	(39 459)	0	0	32 393	15 465	(82 130)	(23 994)	
NET TRANSFER	0	0	0	0	0	0	0	0	
SURPLUS (DEFICIT) FOR THE YEAR	(114 523)	(39 459)	0	0	32 393	15 465	(82 130)	(23 994)	

ANNEXURE 3

IMPLEMENTATION OF THE 2017 ANNUAL PERFORMANCE PLAN

ACTIVITY AREA: 1: GOVERNANCE AND STRATEGIC LEADERSHIP AND MANAGEMENT

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

Performance Objective	Performance Target Date	Implementation Measures	Actual Performance	% Deviation
1.1 Implement an effective and efficient Multi-Campus Management Model.	31 December	Implement the approved organogram for Siyabuswa. An approved Strategic Plan for Siyabuswa.	Achieved Recruitment was conducted according to the organogram and 39 positions were filled in 2017. The Siyabuswa Strategic Plan was approved by Council on 5 October 2017.	Nil
		Monitor and evaluate the implementation of the multi-campus management model	Achieved The monitoring of the implementation of the Multi Campus Management Model was conducted through the quarterly meetings of the Siyabuswa Campus Management Committee and the monthly meetings of the Siyabuswa Support Services Committee. A meeting involving EMANCO to formally evaluate the implementation of the Multi-Campus Management Model took place on 12 December 2017 at the Mbombela Campus.	Nil

| 1.2 | Develop an effective framework for ethical and sound governance and management at UMP | 30 November | Workshops and seminars on ethical management and leadership | Achieved

Workshops on ethical leadership and management for EMANCO took place on 13 October, 23 November and 12 December 2017.

The Archbishop Thabo Makgoba Annual Lecture on Ethical and Moral Leadership took place on 17 October 2017. | Nil |
| | | 31 October | Workshops and seminars on management and leadership | Achieved

A workshop on King IV Report and Corporate Governance took place on 17 March and attended by Council and MANCO members, facilitated by Sizwe, Ntsaluba Gobodo Auditors. A workshop on management and leadership took place on 14 August 2017. A workshop on Corporate Governance and King IV Report was attended by the Registrar and Deputy Director Secretarial Services on 3 November 2017 and the Vice-Chancellor on 10 November 2017. | Nil |

1.3	Establish systems and processes to ensure regulatory compliance and risk management at all institutional levels.	31 December	Monitor implementation of Risk Management Policy and Risk Management Framework	Achieved The Implementation of the Risk Management Policy and Risk Management Framework was monitored on a quarterly basis using the matrix for the Audit, Risk and IT Governance Committee of Council	Nil
		31 December	Alignment of institutional structures and processes with the UMP Statute	Achieved Timelines for the alignment of the structures and processes with the UMP Statute were developed according to Chapter 13 of the Statute "Transitional Provision". The alignment of the following structures and processes was completed: a) Charters of Council Committees b) Composition of Council Committees c) Composition of Senate and the Executive Committee of Senate d) Functions and composition of the Institutional Forum.	Nil
		30 Sept	Institutional Risk Register review	Achieved A workshop facilitated by the Internal Auditors to review the Risk Register and develop a new Risk Register took place on 28 September 2017.	Nil

		Quarterly	Risk Management Reports submitted Quarterly to ARIGC	Achieved The Risk Management reports were submitted quarterly to ARIGC on 02 March, 05 June, 08 September and 07 November 2017.	Nil
		30 June	Submission of 2016 Annual Report to DHET	Achieved 2016 Council approved Annual Report was submitted to DHET on 30 June 2017.	Nil

ACTIVITY AREA 2: 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	% Deviation
2.1	Provide an enabling policy and funding framework for research to improve research quality and productivity	31 Dec 2017	Implementation of the approved Research internal funding framework	Achieved 25 Applications for conference attendance were funded. Postdoctoral support was provided to 3 Fellows. Publications fees were paid for 16 researchers. 6 Research support applications were processed and funded. 3 Externally funded projects were subsidized.	Nil

| | | 31 Dec 2017 | Implementation of 5 research policies to support the improvement of research quality and productivity | Achieved

The following research policies were implemented:

1. UMP Policy on Conference Attendance: 25 staff attended conferences in 2017.

2. Post-doctoral and Fellowships Policy: 4 Post-doc applications considered and 3 Post-docs appointed by end of 2017.

3. Policy on Research Support: 6 staff received research support funds.

4. Policy on Research Publications: 16 publications were funded.

5. Research Ethics Policy: Faculty Research Committees constituted; Research Ethics committees' Terms of Reference approved by Senate on 9 November 2017.

6. UMP Policy on Excellence Awards in Research: 1 recipient identified on 16 October 2017 and date of award identified as 7 December 2017. | Nil |

		31 Dec 2017	Policy on DHET subsidy on Research Outputs approved and implemented	Achieved Policy on DHET subsidy on Research Outputs approved by Council on 30 November 2017.	Nil
		30 June 2017	Submission of 2016 DHET Research Output Report to DHET	Achieved Audited 2016 DHET Research Output Report submitted to DHET on 17 May 2017.	Nil
2.2	Provide appropriate research and innovation infrastructure and support.	30 June 2017 and 31 Dec 2017	2 Reports (Mid-year and end of year) on available research infrastructure (Physical, library and information resources, ICT & equipment)	Achieved 2 reports on available research infrastructure (Physical, library and information resources, ICT & equipment). Reports signed by Vice Chancellor on 30 June and 12 December 2017.	Nil
2.3	Promote, recognise and reward research and innovation excellence.	31 Dec 2017	Research Excellence function held	Achieved Excellence awards applications evaluated by Evaluation Committee on 16 October 2017. Prof D Parker identified for his excellence in research as an NRF C3 rated researcher. Function was arranged for 7 December 2017 but he was not available to receive his award on 7 December 2017 due to other commitments.	Nil

2.4	Increase and diversify external and internal financial resources available to support research-related activities	31 Dec 2017	Mobility fund for 25 postgraduate staff members	Achieved 25 postgraduate staff members identified for Mobility funding in 2017.	Nil
			NRF/ DST Grants for 3 research Projects.	Achieved 3 NRF research grants for projects were approved: Prof Parker's, Dr Mbeng's and Prof Ngqondi's projects. The Nkomazi Project to be funded by DST was approved 4 Dec 2017.	Nil
			5 Researchers funded by Service SETA.	Achieved 3 doctoral and 2 Masters' recipients identified for Service SETA funding.	Nil
			Funding for 2 Foreign Visiting Professors.	Achieved Application to NRF for funding for 1 foreign visiting professor from University of Central Florida (UCF) was successful. Second visiting professor from Iowa State University postponed visit to 2018. 3 professors from UCF and 3 from Kirkwood Community College (KCC) visited UMP from 17-27 July 2017.	Nil
			Funding for UMP African interactions.	Achieved Application to NRF for funding for Muni University, Uganda team to visit UMP was successful. Dr T Mwabvu received funding from NRF for African interaction to Cameroon.	Nil

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

2.5	Attract, nurture and develop research potential and talent.	31 Dec 2017	2 Postdoctoral researchers appointed.	Achieved 4 Post-doctoral fellows were appointed: First Post-doc is funded by UMP. Second Post-doc from UK received the NRF/DST Newton Fund. Third Post-doc is funded by both UMP and NRF. Fourth Post-doc funded by UMP and Endangered Wildlife Trust.	Nil
			1 Research Management & Admin Intern appointed.	Achieved 1 NRF intern appointed at Research Office 02 May 2017.	Nil
			2 Reports on Research mentorship programme.	Achieved Staff mentorship progress report submitted to NRF on 17 August 2017. Mentorship reports submitted on nGAP Lecturers on 18 May 2017. Report On 3-Day Mentoring Workshop On Data Analysis including SPSS – for both Quantitative and Qualitative Research: 21-23 June 2017.	Nil

| 2.6 | Provide support to emerging researchers, postgraduate students and postdoctoral fellows to become research active. | 31 April 2017 | 5 Research policies workshopped at Siyabuswa. | Achieved

5 Research policies workshopped at Siyabuswa on 8 March 2017:

1. UMP Policy on Conference Attendance.

2. Post-doctoral and Fellowships Policy.

3. Policy on Research Support.

4. Policy on Research Publications.

5. Research Ethics Policy. | Nil |
|---|---|---|---|---|---|
| | | 31 Dec 2017 | Masters' and Doctoral Proposal writing programmes. | Achieved

Masters' and Doctoral Proposal writing programmes offered by Southern African Technology Network commenced March 2017. UMP Staff enrolled in Doctoral programmes attended training in November 2017. 18 UMP staff registered for the programmes. | Nil |
| | | | Postgraduate supervision programme. | Achieved

Postgraduate Supervision Training took place 5-6 December 2017. 19 staff members were trained. | Nil |
| | | 31 July 2017 | 2 Writing Retreats. | Achieved

2 Writing Retreats (09-13 January and 10-14 July 2017). A total of 22 staff attended writing retreats. | Nil |

| | | 31 Dec 2017 | 4 Institutional Seminars. | Achieved

Seminars presented by Dr Kevin Murphy of UCF on 20 July 2017, Prof N Ludidi of University of Western Cape on 20 September 2017, Prof Lyn Holness of University of Cape Town on 15 November 2017, Ms Zanele Mathe of UMP on 4 December 2017. Other presentation were by Prof S Zondi of University of Pretoria on Africa Day celebration 29 May 2017, Prof B Pityana at the at the Archbishop Thabo Makgoba Development Trust Public Lecture on 17 October 2017 and also Dr Q Molapo CEO of NRF on 30 October 2017. | Nil |
| | | | Research communities of practice for researchers (March-December 2017). | Achieved

20 Research communities of practice held from March to December 2017. | Nil |

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

| 2.7 | Establish and expand research partnerships, collaborations, networks and linkages nationally and internationally. | 31 Dec 2017 | Revised Database of possible collaborators. | Achieved

Possible collaborators for researchers identified (ARC, Service SETA, SANBI and SANPARKS). Service SETA and SANBI MoUs signed. Database of UMP collaborators/ partners/ networks and linkages updated. | Nil |

				Formal linkages with 4 National and 2 International partners.	Achieved Linkages established with National institutions (ARC, Service SETA, SANBI, SANPARKS). 2 MoUs signed with Service Seta, and SANBI. Linkages with 2 International partners (KCC of USA and Erasmus+). MoU signed with KCC of USA and 1Project Agreement signed with Erasmus+.	Nil
				A fully developed proposal for the Africa Institute for Gender & Entrepreneurship Studies (AIGES) research centre.	Achieved Fully developed AIGES Business Plan submitted in June 2017.	Nil
2.8	Identify and develop institutional research themes	31 Dec 2017	Workshop on identified UMP research themes.	Achieved Workshop to identify UMP Institutional Research Themes held on 7 December 2017 and 7 Institutional Research Themes were identified.	Nil

ACTIVITY AREA: 3 TEACHING & LEARNING

Goals: Develop a PQM and enrolment plans that is appropriate for the Multi-Campus Comprehensive University that is responsive to our context

Performance Objectives		Performance Targets Dates	Implementation Measures	Actual Performance	% Deviation
3.1	Develop an academic plan that will inform underpin and support all academic activity	30 June	Mid-year reports on Faculty and schools implementation of the academic plan	Achieved Meetings held on 9 and 10 May, 13 July and 17 July to discuss first semester implementation of academic plan with focus on early identification of students at risk and implementation of Moodle.	Nil
		31 December	End of year reports on Faculty and schools implementation of the academic plan	Achieved Draft reports received from Dean of FANS, Professor Boshoff, Dr Masalesa and Dr Mhlanga on 19 and 20 December 2017.	Nil
		30 September	Develop and implement academic plan for Siyabuswa	Not achieved The Strategic Plan for the Siyabuswa Campus was approved by Council on 5 October 2017 and it is the document from which the Academic Plan is developed. The Academic Plan for the Siyabuswa Campus is at a draft stage and will be finalized by 30 September 2018. Consultation will include both internal and external stakeholders and the still to be appointed Professor of Education. The approval process will include Faculty and Senate.	50%

		31 December	Implement Quality assurance framework	Not achieved The following steps have been completed: The University Quality Committee was established and approved by Council on 30 November 2017. National and International benchmarking completed in August 2017. 1st draft of framework completed on 31 December 2017. The Quality Assurance Framework and other quality assurance documents will be completed by 30 June 2018.	30%
		30 September	Develop common course for undergraduate students	Achieved Common Course approved by Council on 29 June 2017. Learning materials ordered in October and November 2017. Curriculum developed by 31 December 2017 for launch in 2018.	Nil
3.2	Conceptualise, develop and launch new qualifications that will both stand alone and support articulation within UMP and between institutions	30 June	Policies on Programme Development and Review approved by Council and implemented	Achieved Policies approved by Council on 30 March 2017 and implemented in the development of the Diploma in Tourism Management, and review of the Diploman in Agriculture.	Nil

		30 June	Develop business plans for new academic programmes and submit to DHET	Achieved Draft business plans for the proposed Bachelor of Arts in Media, Communication and Culture, and the proposed Bachelor of Administration were reviewed by 30 June 2017.	Nil
		31 December	Develop business plans for new academic programmes and submit to DHET	Achieved Business Plans for the proposed Bachelor of Arts in Media, Communication and Culture, and the proposed Bachelor of Administration were submitted to DHET on 18 December 2017.	Nil
		31 March, 30 June, 31 December	Applications for new undergraduate and postgraduate programmes submitted to DHET and HEQC	Achieved Advanced Diploma in Nature Conservation, Advanced Diploma in ICT, submitted to DHET: 1 March 2017. Bachelor of Development Studies Honours, submitted to DHET: 3 April 2017. Master of Agriculture submitted to DHET: 17 March 2017. Bachelor of Development Studies Honours and Advanced Dip Nature Conservation submitted to CHE: 30 November 2017.	
3.3	Promote the use of diverse modes of programme delivery both within and between campuses	31 March	Policy on E-learning approved by Council and implemented	Achieved Policy on E-Learning approved by Council on 30 March 2017.	Nil

		31 December	50% of all modules use Moodle	Achieved Survey of use of Moodle in September 2017 revealed that 57% of modules used Moodle to facilitate teaching and learning.	Nil
3.4	Provide formal exposure to the work environment through inclusion of WIL in programmes	31 December	All new Diplomas include a period of work integrated learning (WIL)	Achieved Diploma in Tourism Management is designed to include 60 credits of WIL.	Nil
		30 June	Workshop on assessment of WIL	Achieved Workshop and discussions on assessment and timing of WIL held on 13 January 2017 with academic leadership from agriculture and hospitality and the Registrar.	Nil

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

3.5	Attract, nurture and develop academics as reflective practitioners	31 March	Implement the calendar for PASS (Programme for Academic Staff Support) for T&L for both campuses	Achieved Calendar of workshops developed Workshops held as planned on both campuses: **Mbombela Campus:** Academic Induction was held on 6 February 2017. Teaching & Learning in HE was held on 21 February 2017. Incorporation of ICT in T&L was held on 9 March 2017. **Siyabuswa Campus** Academic Induction was held on 1 March 2017. Incorporation of ICT in T&L was held on 8 March 2017.	Nil

		31 December	50% of staff attend core academic development modules	Achieved Records of staff attendance at internal workshops indicated that in June 2017, 67%, and in December, 62% had attended core academic development modules.	Nil
		31 December	Opportunities created for staff to undertake formal education qualifications	Achieved 9 staff members enrolled for the PGDHE (Rhodes University) and 1 staff member enrolled for the Haaga-Helia University in Finland -TUT joint Higher Certificate Teaching and Learning.	Nil
		30 June	Workload allocation guidelines developed and implemented	Achieved Guidelines approved by Council on 30 June 2017 and implemented by academic leaders to manage staff workload.	Nil
		31 December	Excellence in T&L recognised and rewarded	Achieved Call was made for applications for Excellence in Teaching Awards on 20 August 2017. No applications or nominations were received.	Nil

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

3.6	Accept a range of minimum entrance requirements including Recognition of Prior Learning	31 December	Recognition of Prior Learning (RPL) and Credit Accumulation and Transfer (CAT) policy implemented	Achieved RPL and CAT are incorporated in the entrance requirements for the Advanced Diploma in Nature Conservation as submitted to CHE on 30 November 2017.	Nil

3.7.	Provide a scaffolded programme of student support and mentorship	31 August	Policy for Peer Mentors submitted to Council	Not achieved Peer Mentors proposal submitted to MANCO by the Dean of Students. The Policy will be finalized by 30 June 2018.	20%
		30 April 30 November	Development and incremental implementation of a "First Year Experience" (FYE)	Achieved Benchmarking visit to NMU and RU to discuss FYE on 27-29 November 2017.	Nil
				Orientation week held on both campuses: February 2017. Mentors selected, trained between January and March 2017 and in place on both campuses throughout 2017. Academic tutors selected and trained between January and April 2017 and in place on both Campuses. Workshops on academic literacy including use of the Library held on both campuses during Orientation week. Workshops on student health and wellness held on 19 May and 15 September on the Mbombela Campus, and on 16 and 18 August on the Siyabuswa Campus. Motivational talk held on Siyabuswa Campus on 21 August 2017 and on Mbombela Campus on 1 February.	Nil

		30 April	ITS system used for the early identification of students at risk	Achieved Staff trained on use of ITS in April 2017. Some Programme Leaders used ITS for the early identification of students at risk after each assessment.	Nil
38.	Provide a flexible qualification structure that promotes success	30 September	Proposal on flexible curriculum structure submitted to MANCO	Achieved Proposal submitted to MANCO on 24 September 2017 and supported in principle.	Nil

<div style="background:red;color:white;text-align:center;font-weight:bold;">ACTIVITY AREA 4: PLANNING AND INSTITUTIONAL SUPPORT</div>

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

	Performance Objectives	Performance Targets Dates	Implementation Measures	Actual Performance	% Deviation
4.1	Develop systems and processes for new infrastructure development and maintenance of existing infrastructure	31 Dec 2017	Implement the Maintenance Plan for 2017: Maintain and replace old plumbing in existing affected students residences at both campuses	Not Achieved Contractors were appointed for both campuses. **Mbombela Campus:** The procurement was completed and contractor completed 90% of the work on 4 residences by December 2017. The remaining work completed on 8 January 2018. **Siyabuswa Campus:** The requisition was completed, however, the order remains outstanding	10%

			Upgrade road markings/signage on existing road network at the Mbombela Campus: Complete a road/signage traffic study and implement the plan	Not Achieved A road/signage traffic study and plan was completed on 22 November 2017. Road markings and signage were not upgraded due to construction activities on the roads.	10%
			Rehabilitate the sports field post the drought including repairs to the athletics track at the Siyabuswa Campus	Achieved The sports field was rehabilitated and the athletics track was repaired by 30 May 2017.	Nil
			Develop a waste management system and strategy	Achieved A waste management strategy was developed and completed on 31 Nov 2017.	Nil
		31 Dec 2017	Implement Renovation Plan for 2017: Install flood lights on the hard courts at Siyabuswa	Not Achieved Unable to install the flood lights due to power constraints on the Campus. Payment was made to Eskom on the 12 Aug 2016 to upgrade of one mini-substation and the installation of a new mini-substation. A way-leave was obtained from the property owner, whose land the electrical cables must cross to supply the Siyabuswa Campus on 26 April 2017. Repeated correspondence with Eskom to commence with the upgrade of and installation were undertaken.	10%

| | | | Renovate Admin Foyer and Kitchenette at the Mbombela Campus | Not achieved
Norse Projects was appointed on 23 January 2017 to draw-up plans for renovations of the Admin Foyer and the Kitchenette. Architectural drawings were completed on 29 November 2017.
The project was put on hold till post the 2018 student registration.
The renovations will commence on 5 Feb 2018 | 10% |
| | | | Facelift campus staff residences at the Mbombela Campus | Achieved
Three houses facelifts (painting of roofs and exterior walls) were completed.
Two houses had new garage doors installed.
Four houses' perimeter fences were replaced.
All work was completed by 29 December 2017. | Nil |

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

| 4.2 | Establish effective integrated planning framework | 31 Dec 2017 | Develop Integrated Planning Model. | Achieved
Appointed a consultant to facilitate the development of the Integrated Planning (IP) Model.
An IP Committee meeting took place on 26 Jan 2017 to get inputs from senior managers for the IP Model.
Inputs from the DVC: A, DVC: P&IS, DoS, SD: NIP and Finance were provided and captured by the consultant.
A meeting was held on 31 May 2017 to gather further inputs on the draft model. | Nil |

			Implement Archibus Facilities Management System	A series of workshops were held with the Dean of Agriculture and Natural Science and the Heads of School on the Integrated Planning Model on 13 November 2017.	
				A draft Integrated Planning Model was developed by....	
				Not Achieved	15%
				Archibus stakeholder meetings were conducted on 3 May 2017.	
				The Asset Portal User Requirement Specifications (URS), Business Plan Requirement (BPR) and workshop was completed on 1 June 2017.	
				The Space Management URS, BPS and workshop were completed on 12 June 2017.	
				The Building Operations URS, BPR and workshop were completed on 22 June 2017.	
				The Service Desk URS, BPR and workshop were completed on 30 June 2017.	
				The Fleet URS, BPR) and workshop were completed on 13 July 2017.	
				The Proof of Concept of the system was developed and tested on 10 of August 2017.	
				The project plan and payment plan was developed on 10 August 2017.	
				The contract with Archibus was signed on 11 August 2017.	

| 4.3 | Timeous and accuracy of HEMIS data | 28 Feb 2017
31 Mar 2017
28 Apr 2017
31 May 2017
31 Jul 2017
31 Oct 2017 | Compile, correct and submit HEMIS information to DHET as per their schedule | Achieved

Six submissions were made to DHET as per their schedule:

2016 HEMIS Staff Submission done by 28 Feb 2017

No Post Doc Submission for 2016 was required by 31 March 2017.

HEMIS 2016 Student Submission was done by 28 April 2017.

2016 HEMIS Space Submission was done by 31 May 2017.

2016 HEMIS Staff Submission was done by 31 July 2017.

2016 HEMIS Student Submission for 2017 students submission was done by 31 July 2017.

2017 HEMIS Student Submission was done by 31 October 2017. | Nil |
| | | 30 June 2017 | Facilitate the 2016 HEMIS Data audit by external auditors and submit to DHET | Achieved

The 2016 HEMIS audited report and the Academic Staff Qualification audited report were submitted to DHET on 31 July 2017. | Nil |

Goal 3: Establish and enhance quality institutional support services

| 4.4 | To promote and foster an environment that is conducive to the health, safety and protection of UMP internal and external stakeholders | 30 Sep 2017 | Review the SHE Policy | Achieved

Incorporated the internal audit findings into the SHE Policy and the SHE Policy was approved by Council on 29 June 2017. | Nil |

		31 Dec 2017	Implementation of monthly inspections by the SHE Reps	Not Achieved Elected and appointed SHE Reps by 31 December 2017. 3 inspections were conducted on 8 May 2017, 27 June 2017 and 20 July 2017.	15%
		31 Dec 2017	Develop Emergency Evacuation Plan and Continuity Plan	Achieved An Emergency and Evacuation Plan was developed by 30 June 2017. The Continuity Plan was approved by Council on 30 November 2017.	Nil
4.5	Create and maintain quality estate and facilities informed by the needs of students and staff	30 Sep 2017	Conduct staff and students survey about quality of the estate and the facilities	Achieved Surveys were conducted from the 7th of September and the results published on the 31st of October 2017 Staff and student representatives participated in the quarterly meetings of PPSUC held on: 2 Feb, 11 May, 28 July and 17 Aug	Nil
4.6	Expand ICT Infrastructure to enhance the academic project and support services	31 May 2107	Develop an ICT Disaster & Business Continuity Plan (DR&BCP)	Achieved The ICT Disaster & Business Continuity Plan was submitted to the ICT Committee on 25 July and it was approved by Council on 30 November 2017.	Nil
		31 April 2017	Develop the ICT Master Plan	Achieved Consultations meetings were held with various stakeholders from 24 August until 12 December 2017. A draft plan was developed on 10 November 2017.	Nil

	30 June 2017	Upgrade the Siyabuswa ICT Infrastructure	Achieved	Nil
			The upgrade project was to align the Siyabuswa network and server infrastructure with current Mbombela Campus technology. The total cost of the project was R2 021 082.72. The cost included:	
			• Hardware & Software	
			• Server Infrastructure	
			• Network Equipment & Installation	
			• Server Installation	
			• Project Management	
			The scope of work was finalised on 31 May 2017.	
			Installation and commissioning of equipment was completed on 15 June 2017.	
	31 July 2017	Develop the Intranet and Share-point	Achieved	Nil
			SharePoint stakeholder meetings were conducted from 28 to 31 March 2017.	
			All Business Requirement Specifications (BRS) were developed from 25 April to 22 June 2017.	
			The designed divisional landing pages were developed and presented to MANCO on 16 August 2017 for their inputs and approval.	
			The Student Portal design was developed and a BRS signed for further development on 16 August 2017.	
			SharePoint training for Committee Secretaries, MANCO members' secretaries and ICT staff was held on 24 August 2017.	

	31 Oct 2017	Implementation of Moodle E-learning System	The Staff Portal design was completed and signed on 19 December 2017.	Nil
			Achieved	
			The Moodle System was set up in Feb 2017.	
			Training was conducted for staff on the Mbombela Campus from 27 Feb. to 2 March 2017. 55 lecturers and 4 ICT Support Services staff were trained.	
			Student accounts were created on 9 March 2017.	
			Moodle training took place on 7 April 2017 at the Siyabuswa Campus. 11 lecturers and 1 ICT Technician were trained.	
			Setups and Turnitin integration was implemented on 21 September 2017.	

ACTIVITY AREA 5: QUALITY STUDENT EXPERIENCE

Goal 1: Create an effective and progressive student leadership

Performance Objectives		Performance Targets Dates	Implementation Measures	Actual Performance	% Deviation
5.1	Ensure the existence of functional student leadership structures.	30 September 2017	SRC Elections held as per the Constitution	Achieved The 2017 SRC/ CRC Elections were successfully held on 29 September 2017.	Nil
		31 October 2017	SRC/CRC office bearers elected	Achieved The CRC Office Bearers were elected as part of the elections held on 29 September 2017. The SRC Office Bearers were elected in the Elective meeting held on 7 October 2017.	Nil

5.2	Provide development programmes for the student leadership structures.	31 October 2017	SRC/CRC inductions	Achieved The induction of the newly elected SRC/CRCs was conducted on 25 October 2017 in Siyabuswa Campus and on 27 October 2017 in Mbombela Campus.	Nil
		31 August 2017	3 training programmes for the SRC/CRC per year	Over achieved The following training programmes/ interventions for the SRC/CRCs were conducted during the year: The SRC and CRCs attended a capacity building workshop, which was held on 10 to 12 February 2017, at the Protea Hotel in Witbank. 4 SRC members namely, the President, Secretary General, the Treasurer and the Sports & Recreation Officer, attended the workshop/ seminar on the promotion of arts and culture at Universities that was organized by the National Department of Arts and Culture on 19 May 2017 in Benoni. The Dean of Students took with him the SRC President, the Secretary General and the Sports & Recreation Officer, on his visit to Strathmore University in Nairobi, Kenya, on 25 – 28 May 2017, which was a developmental experience for the student leadership.	Nil

The University accorded the newly elected 2018 SRC President a developmental opportunity and arranged for him to travel with Mr Barry Masoga to attend and participate at the 7th Annual International Leadership Conference organised by the Makerere University Business School: Uganda, from 29 November 2017 to 1 December 2017. The SRC President was also accorded an opportunity to talk in one of the sessions.

On 1 March 2017, The Siyabuswa CRC attended a UMP procurement workshop, which was facilitated by the UMP Finance Division.

The Siyabuswa Campus held the SRC/CRC Elections workshop on 5 August 2017 where the CRC members and representatives of recognized structures were taken through the forthcoming 2017 SRC/CRC elections processes. The workshop was facilitated by the Managers: Student Governance and Development from both Campuses.

The Mbombela CRC and the leadership of Student Structures attended a development workshop facilitated by the Ubuntu Centre For Nonviolence Conflict Reconciliation on 13 May 2017 held at the Mbombela Campus.

			The Mbombela Campus held the SRC/CRC Elections workshop on 12 August 2017 where the CRC members and representatives of recognized structures were taken through the forthcoming 2017 SRC/CRC elections processes. The workshop was facilitated by the Managers: Student Governance and Development from both Campuses.	
			The Mbombela Campus conducted a leadership development workshop for the CRC and leadership of recognized structures on Campus. The training took place on 15 August 2017, facilitated by the Positivity Foundation.	
			The Mbombela Campus CRC and leadership of structures attended a leadership training workshop facilitated by the Centre for Nonviolence Conflict Reconciliations (CNCR) on 18 and 19 August 2017.	
			The Mbombela Campus organized a follow-up workshop for the CRC and the leadership of recognized structures which was facilitated by the CNRC on 31 August 2017.	
	31 July 2017	2 training workshops for the house committees	Achieved The following training workshops were conducted for the House Committees:	Nil

				On 6 May 2017 a training for the House Committees was held at the Mbombela Campus which was jointly facilitated by the House Wardens, SRC President, Manager: Student Governance & Development and the Positivity Group (a Mbombela Private Development Organisation).	
				The Mbombela Campus held a training session for the House Committee members on 21 July 2017. The training was facilitated in-house by staff members from the Division.	
				On 20 September 2017, a training was arranged for the House Committees at the Siyabuswa Campus focusing on love my campus campaign and beyond. This training was facilitated by the House Wardens.	
5.3	Promote accountable student leadership structures.	Monthly	Monthly SRC meetings held	Achieved The SRC held its monthly meetings as per the plan, from the month of February up to the month of October 2017.	Nil
		One meeting per semester	2 SRC/student body meetings	Achieved The SRC/CRC held the following student body meetings: The Mbombela CRC held a mass meeting with students on 23 January 2017 at the Mbombela Campus.	

| | | | | The SRC held a mass meeting with the student body at the Mbombela Campus on 24 April 2017.

On 7 February 2017, the Siyabuswa CRC held a student body meeting.

On 20 July 2017, the Siyabuswa CRC held a mass meeting at the Siyabuswa Campus.

On 26 July 2017, the Siyabuswa CRC held a meeting with the student structures at the Campus as follow-up to the mass meeting of 20 July 2017.

On 27 July 2017, the Siyabuswa CRC held another mass meeting with the student body at the Campus. | |
|---|---|---|---|---|---|
| 5.4 | Create effective communication strategies between student leadership and university leadership. | Per the almanac dates | Quarterly MANCO/ SRC meetings | Achieved

MANCO and the SRC held their quarterly meetings as per the Almanac during the year. MANCO took a resolution that, due to the academic load during in Q4 particularly in respect of the examinations period, it would be impractical to hold the MANCO/SRC meeting. Any issues that would require attention would be dealt with through the Dean of Students (DoS).

The 2017 MANCO-SRC End of Year Gala Dinner was held on 17 November 2017 in Mbombela. This annual event provided an opportunity for Management to appreciate the work done by the outgoing student leadership and also to welcome the incoming, newly elected leadership. All the members of the outgoing leadership were issued with certificates of service. | Nil |

		Monthly	Monthly DoS/SRC meetings	Achieved	Nil
				The DoS held the planned monthly meetings with the SRC.	
		Quarterly	Quarterly DoS/ CRCs meetings	Achieved	Nil
				The DoS held the planned quarterly meetings with the CRCs.	
		Bi-weekly	Bi-weekly Managers/CRC meetings	Achieved	Nil
				The Managers: Student Governance & Development held their meetings with the CRC in both Campuses.	

Goal 2: A vibrant and active student life

5.5	Ensure the promotion of a sporting culture amongst students in the university.	30 June 2017	5 functional sporting codes	Achieved	Nil
				The following sporting codes were functional during the year and held a number of activities:	
				The UMP Netball Team participated in the Nkangala tournament which took place in Middelburg on 27 May 2017.	
				The Mbombela Campus Netball Team played a friendly game against the TUT Mbombela Campus Netball team on 18 May 2017.	
				The Mbombela Campus Netball Team participated in the Mbombela Netball League at the Rob Ferreira in White River on 20 May 2017.	
				The Mbombela Campus Netball Teams participated in the Mpumalanga Ehlanzeni Netball league held on 29 July 2017 at Rob Ferreira High in White River.	

The Siyabuswa Campus Netball Teams (level A and B) after having qualified for the Mpumalanga Club championships, participated in the league on 23 September 2017 in Mbombela.

The Siyabuswa Netball Team was the winner of the 2017 Sports Team of the Year Award during the UMP 2017 Co-curricular awards ceremony held on 17 November 2017 at the Ingwenyama Conference Centre.

The UMP Soccer teams: males and ladies, participated in the USSA practice games held the TUT: EMalahleni Campus on 20 May 2017. Participating universities were UNIVEN, TUT, and UMP.

The Siyabuswa Campus male soccer team played a number of games against the following local teams in August: Imbeyethu club on 22 August 2017; EL Classico on 24 August 2017; and Newcastle United on 25 August 2017.

Internal leagues established and were held during the month of August on campus on both Campuses. The leagues involved the following sporting codes: Netball, basketball, volleyball, chess, and football.

On 4 November 2017, the Siyabuswa Campus Football Team participated in the Dr JS Moroka LFA League and played against The Beatles Football Club.

On 11 November 2017, the Siyabuswa Campus Football Team participated in the Dr JS Moroka LFA League and played against The Shining Stars Football Club.

On 18 November 2017, the Siyabuswa Campus Football Team participated in the Dr JS Moroka LFA League and played against Turbo Football Club.

The Siyabuswa Campus female soccer team played a friendly game against the RDP team on 25 August 2017.

The UMP Volleyball and Basketball teams participated in the Gert Sibande tournament held in Badplaas on 27 May 2017.

The Volleyball team from Siyabuswa Campus participated in the league fixture held on 9 September 2017 in Middelburg.

The Mbombela Campus held its internal leagues finals on 16 September 2017.

Two students from the Siyabuswa Campus participated in the Mpumalanga Chess tournament held on 26 August 2017 in White River.

| | | 31 October 2017 | 3 sports days to be held this year | The Siyabuswa Campus held a Pool tournament on Campus on 27 September 2017.

Achieved

The following sporting days/events were held during the year:

On 25 February 2017 the Mbombela Campus held its inter-house athletics event to prepare for the institutional athletics day.

On 4 March 2017, the University held the Athletics Day at the Mbombela Campus. The UMP Athletics Team was selected to represent the University at the 2017 USSA tournament in Cape Town.

The University held the trial games on 6 May 2017 to select the UMP teams to participate in the 2017 USSA games. | Nil |
| | | 31 December 2017 | 5 sporting codes to participate in USSA tournaments | Achieved

On 6 May 2017 the University selected 6 UMP Teams, over and above the Athletics Team, to represent it at the 2017 USSA tournaments in July. The teams are soccer: males and ladies; Volleyball: males and ladies; chess: males and ladies; and netball.

UMP Participated in the 2017 USSA Tournament held from 2 to 8 July 2017. | Nil |

| 5.6 | Stimulate and sponsor personal development programmes for students. | 31 October 2017 | 10 student development programmes per year | Over achieved

The University managed to conduct/present the following development programmes/opportunities for students during the year:

On 26 January 2017 to 4 February 2017, the Siyabuswa Campus conducted the First Year Experience (FYE) for new students orienting them towards University activities and Campus student life.

On 5 to 7 May 2017, a mentorship training that was facilitated by HEAIDS, was held in Siyabuswa Campus for the Peer Helpers.

On 10 to 11 June 2017, 5 students and 2 staff members from both Campuses attended the 2017 HEAIDS HIV/AIDS Conference that took place in Durban.

On 10 May 2017, the Mbombela Campus organised the First things First session for students to be exposed to health related matters.

The Mbombela Campus held a session on Reproductive Talk, facilitated by the Mpumalanga Department of Health. The session was held on 28 August 2017. | Nil |

Sexual Gender Based Violence dialogue was held on 25 May 2017 at the Mbombela Campus. The dialogue was facilitated by the Student Development Officer and ANOVA HEALTH FOR MEN.

A motivational speaker from the Mpumalanga Ladies Network addressed the female students at the Mbombela Campus, on 12 May 2017, on the topic "Fighting for my future against all odds".

A Wellness Day for students was conducted on 19 May 2017 at the Mbombela Campus. Primary health care services such as family planning, cervical and breast cancer, TB, BP, and STI screening, HIV testing and CD4 Count checking were offered to students by ANOVA Health for Men, Right to Care, New Start and the Provincial Department of Health.

On 15 September 2017, the Mbombela Campus held a Student's Wellness Day, which dealt with Primary health care services such as BP, sugar levels, cholesterol, TB and STI screening were provided by the following stakeholders: Department of Health; New Start; Right to Care; ANOVA and HEALTH 4 MEN.

On 21 July 2017, the Mbombela Campus held a session on the Drug and Substance abuse which was facilitated by representatives from the South African Police Service.

Students attended the motivational talk titled "Steps to program the brain towards constructive thinking habits", by Dr Mdluli which was held on 25 May 2017 at the Mbombela Campus.

The Mbombela Male House Warden held the Boys' talk in-house sessions on 8 and 9 May 2017. These sessions create platforms for male students to discuss male related matters and expected behaviour from men as gentlemen.

The Female House Warden at the Mbombela Campus organised the Girls' talk which was conducted by Kingdom Anchored on 19 May 2017. The session dealt with a number of issues addressing pressing issues on female students.

On 28 July 2017, the Siyabuswa Campus held a Leadership Dialogue for female students to encourage them to participate in leadership structures, such as the SRC/CRC at UMP. The session was facilitated by the Mpumalanga Ladies Network: UMP Chapter.

On 11 August 2017, the Siyabuswa Campus celebrated women month, and this assisted to create dialogue among female students. The event was a collaboration between Student Governance and Development and the CRC.

On 19 August 2017, the Siyabuswa Campus held a workshop facilitated by the "She is Able Group" from KwaMhlanga. This workshop has assisted to provide confidence to female students on Campus as part of the women's month celebration.

On 18 August 2017, as part of women's month celebration, the Mbombela Campus held a session for female students to discuss women abuse related issues.

A guest speaker from the Greater Nelspruit Rape Intervention Programme (GRIP), who is a rape survivor, shared her experiences and journey to healing after the ordeal.

The Mbombela Campus female House Warden conducted two girls' talk sessions on 19 July 2017 and 2 August 2017, to talk to female students on pregnancy; contraceptives and self-love.

On 16 August 2017, the Siyabuswa Campus held a Health and Wellness event facilitated by the Department of Health and the South African National Blood Service.

On 18 March 2017, the Siyabuswa Campus organised a poetry session to develop poetry skills for student interested in poetry.

The newly established Student Support Group (SSG) focussing on students with social challenges which lead to poor academic performance, held its sessions with students on 22 May 2017.

On 26 July 2017, 6 members of the Siyabuswa Campus Peer Helpers attended a training facilitated by the South African National Blood Transfusion Services in Siyabuswa.

On 11 August 2017, 14 students who occupy the positions of secretaries in their respective student's formations, at the Siyabuswa Campus, were trained on roles and responsibilities of secretaries with the support from the Greater Sekhukhune Municipality.

On 12 August 2017, the Siyabuswa Campus organised a workshop on Conflict and Nonviolence. This workshop was facilitated by CNCR, and was very beneficial to students and positive outcomes were recorded on the report.

On 18 August 2017, The Siyabuswa Campus held a nutrition workshop for students which was facilitated by a dietician from Mamehlake Hospital.

This intervention was as a result of the observed bad eating habits of students after the introduction of the intellicard at the University.

On 18 August 2017, the Mbombela Campus organized a Nutrition Awareness workshop which was facilitated by a Dietician from Herbal Life.

The Mbombela Student Development Officer (SDO) established a Social Support Group for students and conducted two sessions per month during the months of July and August. It is platform for all students to discuss a number of social related topics.

The Mbombela Campus held a financial wellness session on 5 September 2017 facilitated by ABSA Bank.

On 22 September 2017, The Siyabuswa Campus organised a cross gender dressing contest which was aimed at creating social cohesion and also have fun in the Campus life.

The Siyabuswa Campus organized a workshop for all 4th year students, in collaborations with the Teachers Centre Mpumalanga and the South African Council for Educators (SACE).

				The workshop focused on teaching professional ethics and also dealt with issues relating to the SACE registration process for educators. The workshop was held on 28 and 29 September 2017.
				The Love My Campus Campaign was officially launched in Siyabuswa on 6 October 2017 by the Vice Chancellor.
				The Love My Campus Campaign was in full swing during the quarter wherein students participated throughout.
				MANCO took a resolution that the 3rd Friday of each month be the Love My Campus Friday. Students have been participating in the Love My campus Fridays.
				The Mbombela Campus held a talk show on breast cancer on 27 October 2017. The talk show was facilitated by the Mpumalanga Department of Health.
				On 32 October 2017, the Mpumalanga Department of Health again visited the Mbombela Campus to do the screening of the breast cancer. Mandisa Chirwa, a 2nd year Bachelor of Development Studies student, has been selected to participate in the Study of the US Institutes (SUSI) for student leaders' programme in early 2018. The programme will be hosted by the Foundation for International Understanding at the University of Washington in Seattle, Washington, USA, from 5 January to 10 February in 2018.

| 5.7 | Promote and support quality student experience events. | 31 October 2017 | 6 Student societies to be established | Achieved

The following student societies were established during the year:

The Let's Be One (LUBO) Society, which focusses on support for disadvantaged students, was established at the Mbombela Campus.

The Student Support Group (SSG) was established at the Mbombela Campus and seeks to provide social related support to students.

The Extremely Elastic Trinity (EET), a flexibility body movement club, was established at the Mbombela Campus and promotes students participation and activity in gymnastic and body movement activities.

The Mpumalanga Ladies Network (MLN): UMP chapter Mbombela Campus was launched on 12 May 2017. The vision of MLN in relation to UMP chapter was defined, students cited some poems during the event.

The Green Peers, an environmental based student society was established at the Mbombela Campus in response to the Love My Campus Campaign at the University. | Nil |

			The Zion Christian Church Student Fellowship (ZCCSAFCO), a religious society for students, was established at the Mbombela Campus.	
			The Black Management Forum (BMF) was established this year at the Mbombela Campus. It focuses on youth development initiatives and programmes for students.	
			Tanatfwa Seventh Baptism, a religious student society was also established this year at the Mbombela Campus.	
			Tingabisa Traditional Group was established at the Mbombela Campus this year. It deals with the promotion of the SiSwati traditional dances to students.	
			The Asihlome Basha, a cultural group that focuses on the promotion of different cultural activities for students, was established at the Mbombela Campus this year.	
	31 October 2017	Reports on student societies events (quarterly)	Achieved On 10 February 2017, End Times Gospel Group organised a night long prayer in the opening of student activities for 2017 in Siyabuswa. On 19 May 2017, the End Times Gospel Group arranged a whole night prayer praying for the mid-year exams.	Nil

On 24 February 2017, the Siyabuswa Debate Society organised and held a session themed "Homosexuality in the church".

The Siyabuswa Zion Music Choir participated in the UMP Academic Awards ceremony held on 19 May 2017 at the Ingwenyama Lodge, Mbombela.

The Siyabuswa Campus Zion Music Choir recorded their 1st CD in Johannesburg on 28 October 2017.

The Siyabuswa Zion Music Choir won the Arts and Culture Group of the Year Award during the UMP 2017 Co-curricular awards ceremony held on 17 November 2017 at the Ingwenyama Conference Centre.

The UMP Choir participated during the 2017 UMP graduation ceremony held on 20 May 2017 at the Ingwenyama Lodge.

On 9 August 2017 the Black Management Forum (BMF) Society hosted a women's empowerment lecture facilitated by Godfrey Thwala. It was a followed by women's empowerment walk where all interested students participated on the walk from Campus to the sports field where the walk was sealed by some indigenous games.

On 11 August 2017 BMF hosted a debate session on "Unemployment; thinking beyond the job". Speakers included members of the CRC; Campus Debate Society and students.

On 18 August 2017, the Mbombela Campus held a talent search hosted by the Beyond Pages Society. Students were showed their talents in singing, dancing, rapping, poems and storytelling.

On 19 August 2017 the Mbombela Drama Society hosted an Art Extravaganza at the Mbombela Campus where TUT EMalahleni and Mbombela, Sijulile Art Group and Ehlanzeni Art Academy participated.

On 27 September 2017 the Mbombela Drama Society participated in the "Let's do Tourism" Competition run by the Mpumalanga Tourism and Parks Board Agency. The Drama Society came 3rd. The competition was held at the KaNyamazane stadium.

On 24 August 2017, the Teachers of Transformation (ToT) from the Siyabuswa Campus participated in the career exhibition under the Supervision of UMP Marketing and Communication Division to market UMP education programme.

On 20 September 2017, the Siyabuswa ToT participated in the Talk Show that was advancing professionalism within the teaching profession. This session was facilitated in collaboration with the Siyabuswa Primary School, and the Mpumalanga Department of Education.

On 20 October 2017, 48 Students participated in the fun walk organised by Teachers of Transformation (ToT) at the Siyabuswa Campus, which was part of honouring recreation day.

The Teachers of Transformation (ToT) was the joint winner of the 2017 Society of the Year Award during the UMP 2017 Co-curricular awards ceremony held on 17 November 2017 at the Ingwenyama Conference Centre.

On 25 August 2017, the Mbombela Campus held a women dialogue hosted by the Mpumalanga Ladies Network: UMP Chapter as part of the women's celebration.

On 22 September 2017, the Mbombela Campus held a heritage day event organized by the Let Us Be One Society where students dressed in their different traditional outfit held some activities. The Campus Choir also performed during the event.
The Mbombela Campus held its 2017 Campus Beauty Pageant on 15 September 2017 in preparation for the Institutional Beauty Pageant to be held in October.

The Siyabuswa Campus held its 2017 Campus Beauty Pageant on 30 September in preparation for the Institutional event to be held in October 2017.

				The University successfully held the 2017 UMP Beauty Pageant on 13 October 2017 at the UMP Multipurpose Hall: Mbombela Campus.	
				The ENACTUS: UMP continued to actively supervise its community project (Hatching Hope Chicken Project) in Pienaar during the Quarter. The team visited the projects on 11 November 2017.	
				The ENACTUS: UMP was the joint winner of the 2017 Society of the Year Award during the UMP 2017 Co-curricular awards ceremony held on 17 November 2017 at the Ingwenyama Conference Centre.	
5.8	Support off-campus students to experience a holistic academic environment.	31 December 2017	10 new accredited off-campus accommodation providers	Over achieved The accreditation process for new off-campus accommodation providers was concluded in October. Thirty (30) new off-campus accommodation providers were accredited for use by students as from 2018.	Nil
		31 December 2017	Participation of off-campus students in University events/ activities	Achieved The University continued to support off-campus students to participate in university activities. Two students staying at the off campus accommodation have joined and participated in the UMP Choir. A number of off-campus students have participated in the sports day and sports codes and were assisted to be part of the teams.	Nil

| | | | | Students from off-campus facilities continued to be supported to attend events at the Campus in Mbombela, such as the UMP institutional Beauty pageant event held on 21 October 2017. | |

Goal 3: Promote the holistic development of students

5.9	Promote academic engagement.	31 October 2017	3 academic debate events	Achieved	Nil
				Two UMP students, who were invited by the Mpumalanga Provincial Legislature, participated in the National Assembly Dialogue on the Launch of the 20 Years Celebration of the Constitution and the National Council of Provinces. The event was held in Parliament in Cape Town on 3 March 2017.	
				On 8 March 2017, the Siyabuswa Campus organised a dialogue session for students at the Campus, to discuss HIV/AIDS and its impact on society.	
				The Mbombela Campus Debating Society participated in the South African National Universities Debating Council event that took place from 3 to 10 July 2017 held at the University of Johannesburg.	
				On 6 August 2017, female students participated in the "girls talk" debate, which was organised and facilitated by two female House Wardens, in Siyabuswa Campus, as part of broadening scope for communication in the residences.	

			On 22 September 2017, 20 students attended and participated in the South African Tourism dialogue held at the Protea Hotel in Mbombela. The dialogue was hosted by Brand SA, and students were given an opportunity to share their views regarding the South African Tourism sector.
			Two (2) students were panel members during the 2017 Steve Biko Foundation Frank Talk Dialogue which was held at the Mbombela Campus on 27 October 2017.
	31 October 2017	Students attendance to public lectures	Achieved
			Students attended and participated in the Africa Day celebration held at the Mbombela Campus on 29 May 2017.
			The Guest Speaker was Professor Siphamandla Zondi from the University of Pretoria. Students performed the traditional dance and cited some poems.
			On 30 May 2017, the students attended and participated in the Siyabuswa Campus Africa month celebration, which was addressed by Prof Simphiwe Sesanti from UNISA.
			Students at the Mbombela Campus attended the 2017 Tourism summit held at the University of Mpumalanga, Mbombela campus on 26 September 2017.

				The summit was co-hosted by the National Department of Tourism, UMP and the MTPA which was addressed by the National Minister of Tourism, Minister Ms Thokozile Xasa.	
				Students at the Mbombela Campus attended and participated in the 2017 Archbishop Thabo Makgoba Development Trust Annual Lecture which was held on 17 October 2017. The Ctrl Alt Del Band, a students' music band, performed during the lecture.	
				Students at the Mbombela Campus attended and participated in the 2017 Steve Biko Foundation Frank Talk Dialogue which was held on 27 October 2017 at the Mbombela Campus.	
5.10	Promote living and learning activities and programmes in the residences and the university in general.	31 October 2017	5 LLC established	Achieved	Nil
				On 15 March 2017, The Teachers of Transformation (ToT) had a team building exercise, at the Siyabuswa Campus, which was aimed at preparing the year ahead of activities for 2017.	
				The Peer Helpers held 2 Health talks (He & she talks) on 5 and 12 May 2017. The topics covered areas on safe sex, abstinence, condom disposal, self-respect and unplanned pregnancy, contraceptives usage, and the benefits of exercising.	

On 28 July 2017 and 11 August 2017 the Peer Helpers LLC held the He & She talks to discuss pertinent health and gender related issues.

On 11 August 2017, the Siyabuswa Peer Helpers in collaboration with the Student Governance and Development Section and the CRC organised pyjama party for female students as an initiative to address health issues.

The ENACTUS: UMP Team continued to be functional during the period. They have entered their projects for the MTN SA Foundation ICT Challenge and the Harmony Gold LED Challenge in June and on both projects were elected to the 2017 finalists.

The ENACTUS: UMP Team participated in the 2017 National SA ENACTUS Competitions held in Sandton from 11 to 12 July 2017. The Team won in a number of categories and brought home 7 trophies.

The University sent the ENACTUS: UMP Team Faculty Advisor, the Team President and Secretary to the 2017 ENACTUS World Cup held in London from 25 to 28 September 2017.

As part of the UMP's "Love My Campus" Campaign, which was launched on 1 September 2017 at the Mbombela Campus, the Recycling LLC was established and it runs recycling related projects.

		31 October 2017	LLC Committees established	Achieved All LLCs had functional committees established to manage their activities.	Nil
5.11	Encourage community engagement and support initiatives by students.	31 October 2017	6 community engagement projects by students	Achieved The following community engagement projects or activities were undertaken by student during the year: On 16 March 2017, 20 students led by the Teachers of Transformation (ToT) in Siyabuswa Campus, visited the Senzeleni Centre in Siyabuswa as part of its continued support to the Centre. On 11 August 2017, students from the ToT together with the Student Development Officer in Siyabuswa Campus donated 300 sanitary towels to the girls at Buhlebuzile Senior Secondary School in Siyabuswa. On 27 October 2017, Teachers of Transformation (ToT), one of recognised student societies in Siyabuswa Campus, visited the Senzeleni Stimulation Centre and donated stationery and toys to the children at the Centre. Members of the Society raised funds for this activity. The ENACTUS: UMP Team has rolled out the Project Hatching Hope where 6 beneficiaries in Msogwaba and KaBokweni in Mbombela were provided with the free range Rustenburg chickens as part of its ENACTUS projects.	Nil

The ENACTUS: UMP Team has developed an online Informal Traders Management System for the City of Mbombela Municipality to use it for the management, regulation and registering the informal traders in the Mbombela Municipality's towns and cities.

On 26 April 2017 the Mbombela SCO Executive Committee and some members visited Mama Esther's orphanage to distribute clothes & food donated by students.

On 4 and 26 August 2017, 18 students from Siyabuswa Campus were appointed as adjudicators for the 2017 ESKOM Science Expo which was held at the Siyabuswa Campus.

Thirteen students from the Mbombela Campus participated in the 2017 Ehlanzeni Eskom Science EXPO which was held on 26 August 2017 at the John Mdluli Primary School at Matsafeni, Mbombela. The UMP students served as judges of some categories of the competitions.

On 15 September 2017, students from the ZCCSF a religious society participated in the Career Expo supervised by Mr Sello Ngema in Siyabuswa where these students shared UMP study information with students from the community.

| | | 31 July 2017 | Students participation in the Mandela Day event(s) | Achieved

The Students from the Mbombela Campus participated in the UMP Mandela Day event held at Phatfwa Secondary school on 18 July 2017. The event included donations of sanitary towels, planting vegetable seedlings in the school gardens, and also provided academic advice to students from the community.

On 19 July 2017, students at the Siyabuswa Campus took part in the UMP event held at Phephelaphi Centre and Magana Aids Project Centre where they, among others, painted offices, donated old clothes, toys and groceries. | Nil |
| --- | --- | --- | --- | --- | --- |

ACTIVITY AREA:6 ENGAGEMENT AND PARTNERSHIPS

Goals: Promote engagement for the public good

	Performance Objectives	Performance Targets Dates	Implementation Measures	Actual Performance	% Deviation
6.1	Promote opportunities for Engagement with external stakeholders.	30 April	Identify strategic partners aligned with Academic focus and host engagement events.	Achieved

Three TVET Colleges have been identified for collaboration, Gert Sibande, eNkangala and eHlanzeni for Agriculture and Hospitality and the University of the Free State for Education and Agriculture. | Nil |

| 6.2 | Promote social awareness and responsible citizenship among staff and students. | 30 November | Organise opportunities to expose staff and students:

• A workshop on responsible citizenship.

• Participation of staff and students on Mandela Day.

• ENACTUS programme to involve students.

• Religious groups to be involved in communities. | Achieved

A workshop responsible citizenship was held on 27 November 2017 as part of the engagement portfolio.

Staff and students went to Phatfwa Secondary School in Mbonisweni on Mandela Day on 18 July 2018.

UMP Enactus Students participated at the National competition in Sandton, Johannesburg in July 2017 and won 7 trophies.

The student religious organization mobilized students to donate to the Mom Esther Safe Haven Orphanage in White River.

There is a prayer group amongst staff members. The group takes responsibility when there is bereavement and donates goods to the less fortunate in Pienaar | Nil |
| 6.3 | Promote and advance public intellectual engagement. | 30 April | Create a directory of experts. Establish a Public Lectures Committee. Establish Guidelines on Public Lectures. | Achieved

A directory of experts was created.

Public Lectures Committee was approved by MANCO

Guidelines on public lectures were developed. | Nil |

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

6.4	Participation in partnerships with relevant stakeholders (schools, TVET Colleges, HEIS other education and training providers, business and industry, professional bodies, civil society, NGO's and all levels of government)	30 September	Pursue engagement and signing of memoranda of agreement with relevant stakeholders: • Sign an MoU with Ehlanzeni TVET College. • Sign an MoU with Kirkwood College. • Sign two additional MoUs.	Achieved Hosted a delegation from the Polytechnic Institute in March 2017 at UMP. Visited the Polytechnic Institute of Leira, Portugal from 20-25 May 2017. MoU signed with Kirkwood Community College 16 January 2017 MoU with University of Swaziland on 6 November 2017 MoU signed with Services Seta on 13 November 2017 MoU signed with eHlanzeni TVET on 17 November 2017	Nil
		30 September	Establish partnerships with international higher education institutions.	Achieved Partnership established with the University of Swaziland and the Eduardo Mondlane University in Swaziland.	
		30 November	Establish partnerships with strategic stakeholders nationally and internationally.	Achieved Partnerships established with Polytechnic Institute of Leira, Portugal. MoU signed with EWSETA on 4 December 2017	
		31 December	Implement agreements on collaboration. Academic exchange and curricula development. A visit by Iowa State University planned for this year.	Achieved Skype meetings held between UMP management and Kirkwood Community College. UMP participated in the LATfure consortium and attended a meeting held in Mozambique from 11 - 15 September 2017 Hosted a visit from the Kirkwood Community College, Iowa in July 2017.	

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

6.5	Promote and sustain the participation of staff and students in internationalisation and international partnership activities.	30 November	Strengthen ties with the University of Central Florida and common wealth institutions. To offer Short Learning Programmes with Rosen College. Presentation of lectures by visiting Scholars	Achieved Engagement between the University of Central Florida and UMP on curriculum development for the Bachelor in Hospitality Management. Short Learning Programme on Hospitality Management was offered by Rosen College during July 2017 at the Mbombela campus. The following lectures were presented: • Dr Kevin Murphy of UCF on 20 July 2017, • Prof Ludidi of UWC on 20 September 2017, • Prof Lyn Holness of UCT on 15 November 2017; • Prof S Zondi of UP on Africa Day celebration 29 May 2017 • Prof Pityana at the ATMDT on 17 October 2017 • Dr Q. Molapo CEO of NRF on 30 October 2017.	Nil
			Apply for membership to Commonwealth Higher Education Institutions.	Application for membership of Commonwealth Higher Education Institutions was submitted on 13 December 2017.	
		30 November	Attendance of international conferences Develop a framework on internationalisation	Achieved 17 staff members attended international conferences and presented papers. The framework on internationalization was developed.	Nil Nil

6.6	Foster and sustain partnerships with donors and funding organisations.	30 November	Engagement with different service providers like the SETAs.	Achieved Application made for SETA Funding with Bank SETA to fund ICT and or B Com students. BankSETA-approved funding for 120 ICT students to the value of R 8.3 m. There was continuous collaboration with the Services SETA. Engagement with the Construction, Education, and Training SETA's as well as with CathsSETA took place and will be continued.	
		31 July	Establish a database of funders.	Achieved A Database of funders has been created.	Nil
		30 September	Host an event where funders can be invited.	Achieved Function in conjunction with SANLAM was held on 08 June 2017 at Mbombela Campus.	Nil
6.7	Foster and sustain partnerships with alumni.	30 May	Update the database of alumni.	Achieved Database on Alumni updated to 2017.	Nil
		30 August 31 September	Establish Alumni chapters. Hold one regional meeting of alumni.	Achieved Created a database for Alumni. First meeting of Alumni took place on Saturday, 02 December 2017 at the Mbombela Campus.	Nil
6.8	Promote the integration of engagement, research, scholarship, teaching and learning.	31 October	Workshop on how to integrate engagement and teaching and learning and research.	Achieved Workshop on how to integrate engagement and teaching and learning and research took place on 27 November 2017.	Nil

	30 June	Develop guidelines for compiling a portfolio of engagement	Achieved Workshop on the guidelines for compiling a portfolio of engagement took place on 27 and public lecture on 28 November 2017	Nil
	30 September	Identification of relevant projects that will promote scholarly engagement. Develop a policy on engagement excellence awards.	Achieved Amanzi for food programme offered in collaboration with Rhodes University. Policy on Engagement Excellence Award approved by Council on 30 November 2017.	Nil

ACTIVITY AREA: 7 FINANCIAL

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

Performance Objectives		Performance Targets Dates	Implementation Measures	Actual Performance	% Deviation
7.1	Identify initiatives to support the institutional strategic priorities and goals in a sustainable manner	31 December 2017	Develop criteria to identify strategic projects	Achieved The criteria to identify strategic projects was developed on the 31 December 2017	Nil
7.2	Determine income streams and cost implications	31 July 2017	Analyse available income streams	Achieved Income streams are analysed on a quarterly basis and report with the management accounts and annually with the Annual Financial Statements.	Nil
		31 October 2017	Develop a resource optimisation strategy	Achieved The resource optimization strategy was developed as part of the Budgeting Guidelines on 31 December 2017	Nil

| 7.3 | Develop an integrated modelling tool to prioritise identified strategic initiatives and promote strategic-aligned resource allocation at all levels. | 30 November 2017 | Develop a process to identify strategic initiatives | Achieved

The process to identify the strategic initiative was developed on 30 November 2017 | Nil |

Goal 2 : Develop a diverse range of income streams

7.4	Optimise student fees and subsidy income.	30 November 2017	Council approval of 2018 fees for tuition, meals and accommodation	Achieved 2018 Fees for tuition, meals and accommodation were approved by Council on 30 November 2017.	Nil
		Monthly	Monthly student statements sent to all students and funders	Achieved Students are able to access their statements online or request a copy from the Financial Aid section since October 2017.	Nil
		Quarterly	Student debt collections to be managed in terms of repayment agreements and reported to MANCO	Achieved The Student Debt Management Policy, Acknowledgement of Debt and Repayment Plan were approved by Council on 30 November 2017. Debt collection is reported in the quarterly management accounts.	Nil
7.5	Identify and secure more robust alternative revenue streams.	31 December 2017	Identify alternative revenue streams with MANCO members	Achieved Short Learning Programmes (SLP's) and SERVICES SETA were identified as alternative income streams in June 2017	Nil

| | | | Implement measures to source funds therefrom by submitting proposals | Achieved

Three SLPs were presented during the year. The renting of our facilities at the Mbombela campus for the Geography conference during July 2017 and at the Siyabuswa to MDE for the yearly marking of the matriculation examinations.

SERVICES SETA proposal was confirmed for staff development and staff bursaries.

Submissions to the National Lottery was approved and the first payment from them was received during June 2017. | Nil |
|---|---|---|---|---|---|
| 7.6 | Mobilise relevant role-players for fund-raising. | 30 June 2017 | Identify the key internal and external role-players of alternative revenue streams | Achieved

A Fund Raising Committee has been established to identify alternative revenue streams for students.

MANCO members have identified the following external role players:

SERVICES SETA, National Lottery and MDE. | Nil |
| | | 31 August 2017 | Develop a fund raising strategy | Not achieved

A benchmarking exercise was conducted and a draft strategy is being developed. | 10% |

Goal 3: Ensure efficient utilisation of assets and resources

| 7.7 | Develop a coherent approach to budget settings, reducing overheads and promote a proactive approach to value for money | 30 September 2017 | Develop Budgeting Guidelines for the 2018 - 2020 budget | Achieved

A draft Budgeting guideline was developed in December 2017 | Nil |
|---|---|---|---|---|---|

		31 May 2017	Identify cost savings measures within UMP	Achieved The following cost saving measures were identified: • Water – metres implemented • Travel – strict controls implemented • Staff conferences – numbers are restricted and only value adding conferences are approved • Student catering – Intellimali implemented • Telephone – all the costs above R200.00 reviewed by MANCO members and cost of personal calls recovered from staff. • Printing activities – colour copying is restricted to external reporting.	Nil
		31 August 2017	Implement the cost saving measures	The following cost curtailment measures were implemented: • Water • Telephone • Marketing • Catering • Student meals • Printing	Nil
7.8	Develop sound financial systems, controls and reporting measures	31 August 2017	Develop competency in staff for effective and efficient implementation of ITS	Achieved The following training was undergone by Finance staff members: • 6 x Bursary and Loans module training. • 1 x Bank reconciliation module training • 2 x Fixed Asset Register data inputs Staff members are in constant contact with the service provider to address any issues as and when they arise to ensure the efficient and effective implementation of ITS	Nil
7.9	Implement appropriate procedure and tender processes	30 June 2017	Review SCM policy	Achieved The reviewed SCM Policy was approved by Council on 5 October 2017.	Nil

ACTIVITY AREA 8: HUMAN RESOURCES

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

Performance Objectives		Performance Targets Dates	Implementation Measures	Actual Performance	% Deviation
8.1	Attract, develop and retain talented UMP staff	31 December 2017	Develop / Review (4) policies per financial year, which will entail developing or reviewing 1 policy per quarter.	Achieved Four Human Resources Policies were approved by Council as reflected below: Code of Conduct for staff (revised) 30 November 2017 Sexual Harassment Policy (new policy) covered staff and students 30 March 2017. Management of Private Work (new policy) 5 October 2017. Staff Training and Development Policy(new policy) 29 June 2017.	Nil
		30 September 2017	Finalize the Harmonization exercise as per the Project Plan.	Not Achieved Based on the consultation with Organized Labour at the Bargaining Forum, agreement was reached that this matter needs to be finalised through signing of a Collective Agreement which will include all the milestones achieved as per the project plan. Closeout report was submitted to the Human Resources Committee by the external members of the Task Team (21 February 2017). Quarterly reports submitted to MANCO and the Human Resources Committee as part of an update as per schedule below.	10%

	31 December 2017	Implement the Change Management programme (Pioneering Journey)	Achieved	Nil
			One-on-One interviews held with staff to identify issues that may need management intervention and to promote pioneering journey (09 June 2017, 29 to 30 June 2017).	
			Reporting back to MANCO as part of the feedback sessions, and one-on-one meetings with MANCO member's to deal with specific challenges in certain Divisions presented at Siyabuswa (27June 2017 ad 21 July 2017).	
			Appointment of Siyabuswa Steering Committee with same terms of reference chaired by the Campus Director based on the recommendations by the facilitator of the process, and this structure was inducted on the 20th November 2017.	
			Two Staff Sessions held at Siyabuswa as part of promoting UMP Vision 2022 (09 October 2017 and 21 November 2017).	
			A Separate process was introduced at Mbombela campus which included two-day Team Building interventions for two Divisions, Student Affairs (24-25 November 2017) and the Registrar (26-27 November 2017).	

| | | 30 September 2017 | Implement leadership development programme for E-MANCO | Achieved

The following interventions have been implemented:

Collective Bargaining Best Practice Principles which focussed on the Legal Framework, and the governance principles of the Bargaining Forum was conducted (November 2017)

Workshop on Management and Leadership. The focus was on leadership development for the E-MANCO (14 August 2017).

Performance, Development Reward for Excellence. The focus was on how to manage performance reviews, and the role of the Moderation Committee (27 October 2017). | Nil |
| | | 30 December 2017 | Develop and implement UMP EE Plan. | Achieved

2017 EE Report has been submitted to Department of Labour as per the compliance date 15th January 2017.

Employment Equity Plan for UMP was approved by Council in 5 October 2017. | Nil |

Goal 2: Attract, develop and retain talented UMP staff

| 8.2 | Attract, develop and retain talented UMP staff | 30 August 2017 | Develop a Retention Strategy | Achieved

Achieved

Retention Strategy was approved by MANCO (22 November 2017). | Nil |

| | | Bi-Annually | On Boarding Process for New Staff | Achieved

106 new staff participated including those absorbed through the Insourcing Project were on-boarded in March 2017.

Mbombela Campus 01 March 2017 and 14 November 2017

Siyabuswa Campus 12 May 2017, 24 November 2017 | Nil |
| | | 30 April 2017 | Submit Annual Training Report 2016 to access discretionary grant. | Achieved

WSP/Training report was submitted on 31 May 2017. Discretionary Mandatory Grant of R1 million pledged by from ETDP SETA. | Nil |

Goal 3: Facilitate employee wellness programmes that will benefit all staff

| 8.3 | Facilitate Employee Wellness programme that will benefit all staff | 30 September. | Implement Wellness Programme based on the Wellness Calendar 2017 | Achieved

Blood donation conducted per quarter in 2017 through the SA National Blood Service (04 May 2017, 20 July 2017, 29 September 2017 and 29 October 2017.

Wellness Day held in both Campuses, Mbombela 07 July 2017 and Siyabuswa 14 July 2017.

Cancer Awareness Campaign 31 October 2017. | Nil |

Goal 4: Ensure effective and efficient HR systems and processes

| 8.4 | Ensure effective and efficient HR systems and processes | 30 June 2017 | Implement e-Leave System | Achieved

e-Leave implemented

The e-Leave system was piloted in Human Resources and ICT in June 2017 and full implementation as of 01 July 2017. | Nil |

| | | 30 June 2017 | Implement Salary Structuring (CTC) for ex-LCA | Not Achieved
Report presented to MANCO (11 October 2017), and progress noted. Implementation plans on-course and in sync with the salary increase for 2018 | 10% |
| | | 30 September 2017 | Conduct Salary benchmarking through PwC Remchannel and market positioning | Achieved
Approved Remchannel Report on salary benchmarking in place for 2017/18. Report presented to MANCO (22 November 2017). | Nil |

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ACTIVITY AREA: 9 ACADEMIC ADMINISTRATION

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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	% Deviation
9.1	Initiate the On-line Applications project for 2018 academic year	30 November 2017	Develop Project Plan for the On-line applications and monitor its implementation	Achieved Project Plan developed by 30 March 2017. Monitoring and Implementation: Bi-weekly Academic Administration Progress Meetings. ITS System set-up completed on 18 November 2017. A presentation was made to MANCO on 01 May 2017. The Manual Application Form was aligned to the On-line Platform Form completed on 18 November 2017.	Nil

			Use the On-line application System for 2018 together with Manual System.	Achieved Manual System used from 01 May 2017 to 31 December 2017.	Nil
9.2	Initiate the MOBI online system project to manage the Conditional Offers in January 2018	30 November 2017	Develop Project Plan and monitor and Its implementation	Achieved Project Plan developed by 30 June 2017 **Implementation and monitoring:** Information on the system sourced from UJ on 29 May and 13 November 2017. Telephone conference with ISDC and ADPT IT was held on 08 November 2017.	Nil
9.3	Train the Siyabuswa Staff (both support and academic) on the ITS I-enabler	31 July 2017	Develop Project Plan and monitor its implementation	Over-Achieved Project Plan developed by 30 March 2017 Monitoring and Implementations: Training completed on 30 June 2018	Nil
9.4	Coordinate the Implementation of Staff Intranet, SharePoint for paperless meetings and document management	30 September 2017	Approved Governance Documents posted on the Staff	Achieved Approved Policies, Frameworks and Guidelines uploaded on the UMP SharePoint after October 2017	Nil
			Intranet Manage meetings using the SharePoint System	Achieved Meeting Hub set on the SharePoint platform on 30 June 2017 and meetings have been managed through it.	
		31 August 2017	Develop a fund raising strategy	Not achieved A benchmarking exercise was conducted and a draft strategy is being developed.	10%

Goal: Promote the development of iconic infrastructure and facilities

	Performance Objectives	Performance Targets Dates	Implementation Measures	Actual Performance	% Deviation
10.1	Develop systems and processes for new infrastructure development	30 June 2017	The updated Five Year Infrastructure Development Funding Programme 2015/16 – 2020/21 approved by Council.	Achieved The updated Five year Infrastructure Development Funding Programme for 2015/16 – 2020/21 was Approved By Council on 30 March 2017	Nil
		30 June 2017	The Procurement Plan for New Infrastructure Projects for the year 2017 approved by the Facilities Planning and Infrastructure Committee of Council.	Achieved The 2017 Procurement Plan was approved by Facilities, Planning and Infrastructure Committee on 02 March 2017	Nil
		30 June 2017	The New Infrastructure Projects Close Out Handover Protocol approved by the Facilities Planning and Infrastructure Committee of Council.	Achieved The New Infrastructure Projects Close Out Protocol was approved by the Facilities Planning and Infrastructure Committee of Council on 02 March 2017	Nil

10.2	Provide a multifaceted environment inspiring both social and intellectual exchange in an atmosphere that is unconventional original and creative.	30 June 2017	The Strategic Design Briefs (Stages 3, 4, and 5) were approved by the Vice Chancellor for the ICT Building (NBP 0003), Hospitality Building (NBP 0005), Multi-Purpose Academic Teaching Venue (NBP006), Administration Building (NBP 0007) and Urban Fabric approved by the Vice Chancellor.	Achieved The Strategic Design Briefs (Stages 3,4 and 5) were approved by the Vice Chancellor on 30 November 2016 for construction to commence in January 2017 for the following projects: • NBP0003 - ICT building • NBP0005 - Hospitality Building • NBP0006 - Multi-Purpose Academic Teaching • NBP0007 - Administration Building • Urban Fabric and Landscaping Facilities, Planning Committee supported the construction commencement of the above projects at a meeting held on 02 March 2017.	Nil
		30 December 2017	Construction of the ICT building (NBP 0003), Hospitality Building (NBP 0005), Multi-Purpose Academic Teaching Venue (NBP0006), Administration Building (NBP 0007) and Urban Fabric completed for partial occupancy by January 2018 and full occupation by March 2018 respectively.	Achieved The construction commenced from November 2016 and completion for partial and full occupancy due by January 2018 and March 2018 for the respective projects: • NBP0003 ICT building – Percentage complete as at 30 December 2017 -88%. Completion for Occupation on 31 January 2018. • NBP0005 Hospitality and Tourism building – Percentage complete as at 30 December 2017 -66%. Practical Completion for Occupation on 31 January 2018.	

				• NBP0006 Multi-Purpose Academic Teaching - Percentage complete at 40%. Zone 1 complete for occupancy on 31 January 2018 and Zone 2 & 3 to be completed on 30 March 2018.	
				• NBP0007 Multi-Purpose Administration building 70% complete as at 30 December 2017. West building complete for occupancy on 31 January 2018 and East building on 30 March 2018.	
				• Urban Fabric (landscaping surrounding the above listed projects) – being construction in line with the occupation dates for the individual or sectional completion of the buildings	
10.3	Create social spaces for crucial conversations with both internal and external stakeholders	30 June 2017	Strategic Design Briefs (Stages 3, 4, 5) approved by the Vice Chancellor for construction of Urban Fabric, Landscaping and Parking around Campus.	Achieved The Strategic Design Briefs (Stage 3, 4 and 5) were approved by the Vice Chancellor on 03 March 2017	Nil
10.4	Establish an Effective Integrated Planning Framework	30 June 2017	Design Strategic Briefs (Stages 3, 4 and 5) for the Lower Campus Infrastructure Development including Roads, Storm water, Sewer, Potable water, Electricity, Reticulation Chiller Plant as well Urban Fabric approved by the Vice Chancellor.	Achieved The Design Strategic Brief (Stages 3, 4 and 5) were approved by the Vice Chancellor on 05 December 2016 and 03 March 2017 respectively.	Nil

		30 December 2017	Construction of the Lower Campus Infrastructure Development including Roads, Storm water, and Electricity Reticulation Chiller Plant as well Urban Fabric completed.	Not Achieved Construction of the Lower Campus Infrastructure Development including Roads, Storm water and Electricity Reticulation Chiller Plant has commenced and progress is as follows:	
				• Civil Infrastructure -Construction commenced: 28 February 2017 and completion date: 31st March 2018.Percentage Complete at 70% as at 30 December 2017.	30%
				• Chiller Plant- Construction commenced 04 July 2017 and completion date 30 April 2018. Percentage Complete at 85% as at 30 December 2017.	15%
				• Electrical Infrastructure -commenced on 04 July 2017 and completion date on 14 March 2018. percentage complete at 85% at 30 December 2017	15%
				Reason for non-achievement are: The infrastructure work has been partially completed due to the extent of congestion at the lower campus for construction work. Construction arrangements were made to ensure that all the buildings upon being occupied would be provided with the necessary services.	

	ACTIVITY AREA 11. MARKETING AND COMMUNICATION			
Performance Objectives	Performance Targets Dates	Implementation Measures	Actual Performance	% Deviation
11.1 To increase the enrolment figures at UMP according to the UMP enrolment Plan and market all available academic programs and facilities at UMP	30 April	An approved Marketing and Communication plan	Achieved MANCO approved the submission of the Marketing and Communication plan and granted approval on 19 May 2017.	Nil
	30 November	Develop Brochures, procure promotional materials for students recruitments	Achieved 5000 Brochures were developed and delivered on 30 April 2017. Promotional materials (Gazebos, pull-up banners, pens, rulers, pencil cases for students recruitment were delivered on 24 June 2017).	Nil
	30 May	Organise Open day to showcase academic programs and students placements	Achieved Open Day at the Mbombela Campus was held on 26 Aug 2017.	Nil
	30 November	Students recruitment campaign to promote academic programs across all platforms	Achieved Prepared and developed Live Reads to be used by Local/ community/National radio stations to promote academic programs on the following provinces: Mpumalanga, Limpopo, Gauteng, North West, KwaZulu Natal, Western Cape, Free state, Eastern Cape, Northern Cape) (10 August 2017). Developed Live Reads and Information Video to be played in 14 Areas (Taxi ranks and Bus Terminals Digital screens) to showcase UMP Academic Programs. (25 October 2017).	Nil

				Prepared and developed newspaper content to be used to showcase UMP academic programs (Lowvelder :16 November), (Sunday Times: 30 August 2017).	
				Information Video was developed for You-tube	
				Thirty-six High Schools were visited	
				(28 February 2017 – 08 September 2017)	
				Twenty four career exhibitions were attended (03 March 2017 – 22 September 2017).	
11.2	Build positive relationships with UMP stakeholders	30 September	Stakeholder mapping process to be implemented and stakeholder groups clearly identified	Achieved Stakeholder mapping process initiated and implemented. Feeder schools, all other schools were segmented and clearly identified according to groups. (Media list Government Departments List, List of High Schools, Alumni List, UMP Staff list)	Nil
		30 November	Ensure development of up to date Database for prioritised stakeholder groups	Achieved Up to date Database for prioritised stakeholders has been developed. Databases in place are: (Media list Government Departments List, List of high Schools, Alumni List, UMP Staff list)	Nil

11.3	Develop a responsive Website to provide accurate information, building UMP brand, establishing loyalty, Improve interaction with current and prospective students and stakeholders.	30 June	Creation of Web Analytics	Not achieved The creation of Web analytics was delayed due to the Website revamping process. The Web analytics report can only provide information about the number of visitors to UMP website and unable to provide the number of page views per region.	50%
		30 November	An approved Social Media Policy	Not achieved A draft of Social Media Policy was developed.	20%
11.4	To promote the UMP brand by communicating and marketing compelling examples of UMP's stature, good stories/ achievements in its core areas and contributions to society	30 November	Profiling of staff/ Academics/ researchers at UMP	Achieved Eight UMP Researchers were profiled in the Sunday Times on 27 August 2017	Nil
		30 November	Approved Publications (Magazines, Newspapers)	Not achieved List of magazines and Newspapers have been developed later than the planned date.	20%
11.5	To effectively and efficiently take the lead on organizing the logistics for all UMP Institutional events in collaboration with other stakeholders	30 December	Effectively and efficiently take the lead on organizing the logistics for all UMP Institutional events in collaboration with other stakeholders	Achieved Successfully lead the following events: • Africa Day celebration at Siyabuswa Campus,29 /05/2017 • Africa Day celebration at Mbombela Campus, 30/5/2017 • Mandela Day, 18 July 2017 • UMP Open Day, 26 August 2017	Nil

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