



2019 | ANNUAL REPORT



**UNIVERSITY OF
MPUMALANGA**

Creating Opportunities

UNIVERSITY OF MPUMALANGA VALUES

Excellence

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

Integrity

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

Diversity

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

Collaboration

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

Adaptability

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

Relevance

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

Inspiration

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



Annual Report to the Minister of Higher Education and Training for the Year Ending 31 December 2019

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.

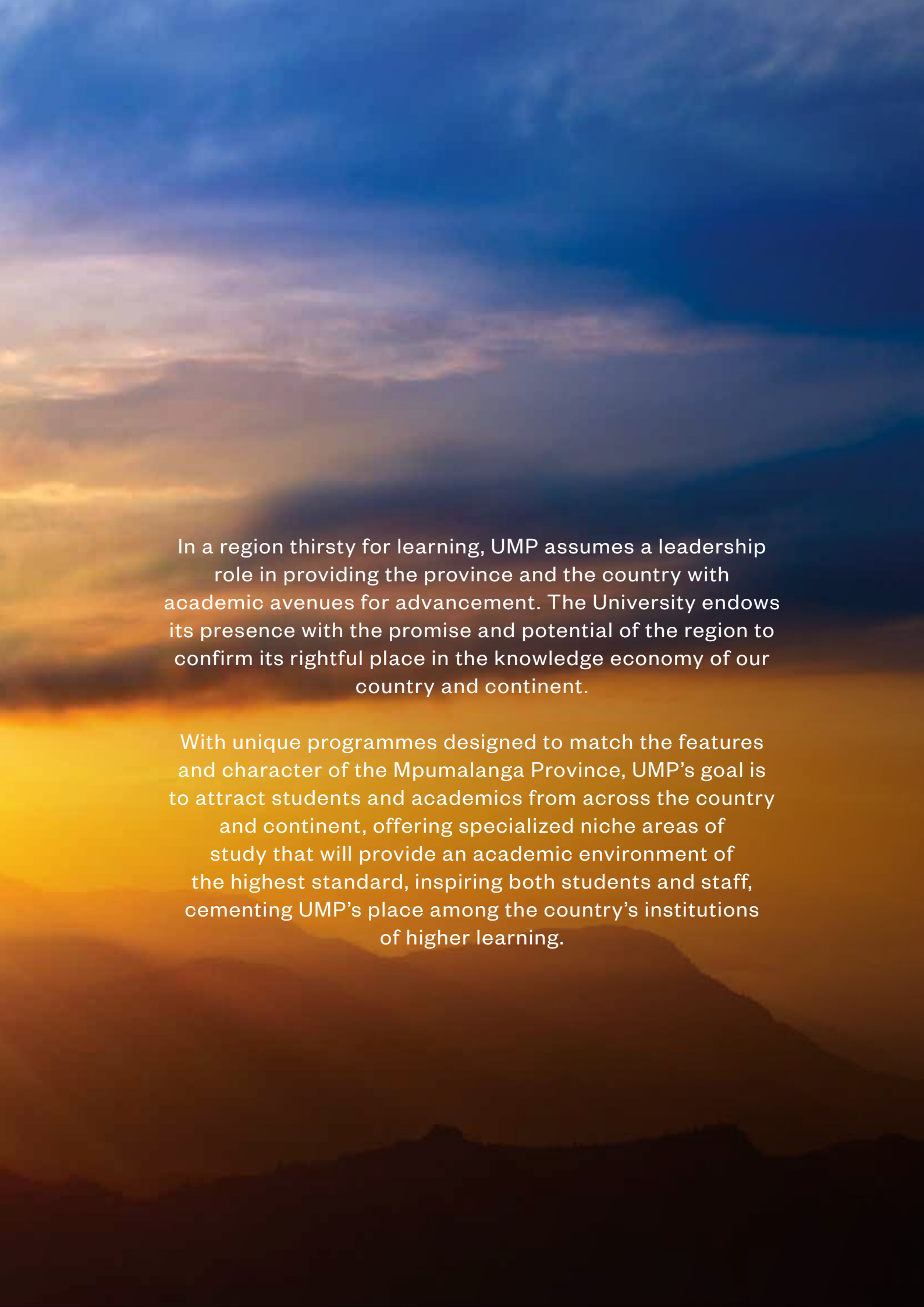
VISION

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
CSU	-	Charles Sturt University
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
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
RU	-	Rhodes University
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
UFS	-	University of Free State
UJ	-	University of Johannesburg
UM	-	University of Minnesota
UMP	-	University of Mpumalanga
UV	-	University of Venda
Wits	-	University of Witwatersrand
WI	-	Work Integrated Learning

1. INTRODUCTION

The University of Mpumalanga (UMP) was established in 2013 as a comprehensive institution. It has its main campus in Mbombela, and a second campus in Siyabuswa.

The University of Mpumalanga, over the reporting period, made significant strides towards achieving the strategic goals and objectives articulated in the UMP Strategic Plan, UMP Vision 2022. The year 2019 marked the mid-way in the implementation of the 7 year Strategic Plan that was approved by Council in 2015. This offered the University an excellent opportunity to review the implementation of the Strategic Plan and the articulation of the indicators. An attempt was made to revise the indicators to be Specific, Measurable, Achievable, Relevant and Time-bound (SMART). This was followed by the review of the Organogram of the institution. This was done, true to the maxim: structure follows strategy.

As a new institution established in 2013, the University of Mpumalanga continued with its developmental trajectory whilst at the same time consolidating the systems and processes already developed. Development and consolidation moving in tandem can prove quite challenging to manage. Notwithstanding this duality, we are pleased to report that remarkable progress has been made in the core functions of teaching and learning, research and engagement. It is encouraging that UMP has continued to provide access with success as reflected by the increasing enrolments, high pass rates as well as the increase in the number of academic programmes offered. One of the important milestones achieved in 2019 was the offering of Honours and Masters Programmes, for the first time, by UMP. What also peaked in terms of achievements was in the realm of research and publications. There was a significant increase in the research output units from journal articles, book chapters and conference proceedings recognized by the Department of Higher Education and Training (DHET). These achievements were supported by the iconic new infrastructure facilities, effective and efficient support systems and processes, providing a conducive ecology therefore in which to teach, learn, and engage in research.

Quality assurance processes and mechanisms in relation to the academic project received considerable attention.

Partnerships were established with strategic partners nationally and internationally to advance the Vision and Mission of the institution. Engagement activities in 2019 included the co-hosting of four conferences and the launch of the report “Towards 25 Years of Democracy” by President Ramaphosa. A number of new policies as well as revised policies were approved by Council to ensure effective governance and management of the institution. In addition, the Management Committee (MANCO) approved guidelines and procedures. A values inculcation process involving both staff and students was initiated in 2019. This was informed by the fact that in the absence of conscious cascading and inculcation, values are honoured only in their breach.

UMP continued with the recruitment drive for academic and support staff in line with the institutional Organogram and the need to fill key positions with the best-qualified and suitable staff for the various vacancies. The Employment Equity Plan of the institution also informed the recruitment drive.

In key positions, especially in the case of academic staff, the recruitment drive focused both on emerging as well as established academics. This provides the University with an opportunity to provide mentoring support to the emerging academics and to contribute to the development of the new cadre of academics. UMP succeeded in recruiting emerging scholars as part of the New Generation of Academics Programme (nGAP). At the same time, it was important for the institution to bring on board highly trained staff to set a firm foundation for the development of high quality academic programmes. We succeeded in recruiting a number of academics with doctoral degrees. In addition, UMP participated in the University Capacity Development Programme (UCDP) under the auspices of DHET. Capacity building interventions in research, teaching, and learning were implemented.

The creation of a vibrant student life remains a strategic priority and students participated in local, national and international events. One of the highlights is the successful participation in ENACTUS where our students were placed fourth in the national competition. UMP registered for a semester two Study Abroad students from the Friedrich-Alexander University, Erlangen-Nuernberg, Germany. This provided our students an excellent opportunity for Internationalisation at Home. Two students, registered for third year BSc in Agriculture, participated in a three week Study Abroad programme at Dalhousie University, Toronto, Canada.

In 2019, a total of 3455 students enrolled in 20 academic programmes, which were offered at UMP. Eight of these programmes were offered for the first time in 2019. UMP received accreditation for 6 new qualifications in 2019 to be offered in 2020.

They were the following:

- Bachelor of Administration
- Bachelor of Science in Environmental Sciences
- Diploma in Animal Production
- Masters in Development Studies
- Master of Science in Agriculture
- Master of Education in Early Childhood Education

It is very encouraging to note that UMP received accreditation for three Masters' qualifications in 2019 which is an important milestone in the development of a university.

Preparation for the introduction of the above qualifications commenced in 2019. UMP received from the Department of Higher Education and Training (DHET) Programme and Qualification Mix (PQM) clearance for a number of qualifications. The majority of these qualifications have been submitted to the Council on Higher Education for accreditation.

The Annual Report provides a snapshot of the achievements of UMP during 2019 and the foregoing serves as the harbinger for the rest of the report.



Prof T V Mayekiso
Vice-Chancellor

2. 2019 PERFORMANCE ASSESSMENT REPORT

2.1. INTRODUCTION

The 2019 Performance Assessment Report is informed by the Seven Year Strategic Plan of the institution, UMP Vision 2022, which was approved by Council in July 2015. The process of developing the Annual Performance Plans is informed by the Strategic Plan of the Institution and the Management of Performance Information Policy.

Two Annual Performance Plans (APPs) were developed for the 2019 academic year. The first APP was based on the template provided by the Department of Higher Education and Training (DHET) and was submitted to the Department of Higher Education and Training in December 2018 as per the guidelines from the DHET.

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

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

2.2. PERFORMANCE AGAINST PREDETERMINED OBJECTIVES AS SPECIFIED BY DHET

The Ministerial approved targets for 2019 were divided into four sections: Access, Success, Efficiency and Research Outputs.

Access: The overall enrolment target for 2019 was 3103 and the actual enrolment was 3457 which is a deviation of 11.4%. The target for first time entering students was 1430 and the actual performance was 1457 which is a deviation of 1.8%. Enrolments in education were on target with a total of 413 students.

Enrolments in Business/management was 304, being 4.8% above the target of 290 and this was due to our ability to accept a larger intake into the Diploma in Hospitality Management as a result of the completion of the new building with larger teaching kitchens.

Enrolment into the other humanities was 752, being 36.7% above the target of 550. This deviation was a result of the completion of new lecture venues which allowed the University to accept more students into the BA programme. Enrolments in Science Engineering and Technology was 1998, being 8% above the target of 1850. This was a result of greater than expected intake of first time entering students into the BSc and the launch of new Advanced Diplomas in Agriculture and Nature Conservation.

Success: The number of graduating students in 2019 was 408, which is 24.8% less than the target. This was partly due to an unrealistic target but also to a lower success rate than expected for final year students.

Efficiency: This section covers Instructional/Research professional staff including part time staff headcount of permanent Instructional/Research professional staff; Percentage of 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 (full time staff) was 124 and the actual was 119. The number of nGAP staff engaged was 13 staff members whereas the target was 14. The ratio of FTE students to FTE Instructional/ Research staff was 26.0:1 which was higher than the target of 23.7:1. The percentage of staff with Doctoral degrees (38.7%), was greater than the target of 32%.

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

Research Output: The target for publication units per Instructional/Research Staff was 0.6 and we achieved 0.7 units, here the target was exceeded. The gradual improvement is a result of the increased number of staff with Doctoral degrees. Apart from having a large number of academic staff who are developing an appreciation for research and career development due to their background (former staff of Lowveld College of Agriculture), we also have researchers affiliated to other institutions where they supervise postgraduate students. Their publication units and Masters' and Doctoral supervision points are shared and allocated to the other institutions. UMP only enrolled Masters' students for the first time in 2019.

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

During 2019, there was a total number of 159 implementation measures and 71 objectives in 8 activity areas that formed part of the Annual Performance Plan (internal). Of these objectives, 155 (97%) were achieved during the reporting period. The institution reported over-achievement in some objectives. There was 100% achievement in four of the eight Activity Areas with the lowest achievement being 92% as reflected on Table 1. Four (3%) of the implementation measures were either partially achieved or not achieved.

The implementation measures that were not achieved have been included in the 2020 Annual Performance Plan and will be attended to during the course of the year. The reasons for the non-achievement of the implementation measures are explained in the relevant narratives for Activity Areas 4, 6, 7 and 8.

TABLE 1: SUMMARY OF PERFORMANCE AGAINST THE 2019 APP

Strategic Area	Implementation Measures	Achieved	% Achieved
Governance and Strategic Leadership Management	8	8	100%
Research and Knowledge Generation	16	16	100%
Teaching and Learning	22	22	100%
Planning and Institutional Support	27	25	92.6%
Quality Students Experience	44	44	100%
Engagement and Partnerships	13	12.5	96.2%
Finance	12	11	91.7%
Human Resources	17	16	94.1%
Total	159	155	97.2%

Activity Area 1: Governance and Strategic Leadership and Management.

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

Objectives:

- Develop and implement an effective and efficient multi-campus management model;

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

100% of the implementation measures were achieved in this Activity Area. The achievements in this Activity Area included the following:

The implementation of the multi-campus management model was evaluated on the basis of a questionnaire developed for this purpose. The functioning of the academic schools was through the minutes of the Faculty Boards submitted at each meeting of SENATE. The establishment of the School of Social Sciences was approved by SENATE. Two workshops on Transformational Leadership were conducted for EMANCO and four workshops were conducted for middle management. The Audit, Risk and IT Governance Matrix was updated quarterly and discussed at the quarterly meetings of the Audit, Risk and IT Governance Committee (ARIGC). The Charters and Composition of Council, Council Committees, SENATE and the Institutional Forum were aligned to the UMP Statute. The Institutional Risk Register was reviewed with the assistance of the Internal Auditors and was monitored at the quarterly meetings of the Risk Management Committee. The Risk Management Reports were submitted to ARIGC on a quarterly basis. The 2018 Annual Report was submitted to the Department of Higher Education and Training (DHET) on 30 June 2019.

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;

- Create a culture of research in undergraduate students; and
- Establish and expand research partnerships, collaborations, networks and linkages nationally and internationally.

100% of the objectives were achieved in this Activity Area.

The main achievements in this Activity Area were: the increase in research projects supported by external funders (a total grant received in 2019 was R5.7 million compared to R2.2 million in 2018).

Funders in 2019 included NRF/DST/FRF, WRC, WIOMSA, Oak Foundation, NEMISA, European Commission (Erasmus+). Also of note is the increase in the number of staff with doctoral qualification (38.7%) whose research output has resulted in the submission of the 2019 DHET Research output of 83.8 units, which is a 41% increase in the number of units produced in 2018 (49.3319 units). This is truly a remarkable feat. The completion of one Masters' and four doctoral degrees by staff was another highlight for 2019. Ms Lungisile Tshitshi obtained a Masters' degree in Microbiology from the University of the North West. Dr Woudi von Solms (Tourism from the University of the North West); Dr Norwell Zhakata (Informatics from University of Pretoria); Dr Humphrey Khwidzhili (Agricultural Extension and Rural Resource Management from University of KwaZulu Natal) and; Dr Kelly Steinke (English from University of North West) obtained their doctoral degrees. The increase of NRF rated researchers from 5 to 7 was another great achievement: Prof Thoko Mayekiso, an NRF rated researcher submitted for re-rating in 2018 and positive results were received in 2019. Drs Mduduzi Ndlovu, Gordon O'Brien and Julia Giddy applied for NRF rating and received ratings of C2, C2 and Y2, respectively.

Activity Area 3: Teaching and Learning

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

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

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

Objectives:

- Develop an academic plan that will inform, underpin and support all academic activity;
- To conceptualise, develop and launch new qualifications that will both stand alone and support articulation within UMP and between institutions;
- To support the use of diverse modes of programme delivery both within and between campuses;

- To provide formal exposure to the work environment through inclusion of internships and WIL in our qualifications and thus improve employability;
- To provide support through the Programme of Academic Staff Support for Teaching and Learning (PASS for T&L) that includes support for curriculum development, assessment of teaching and learning, and teaching methods;
- To promote, recognise and reward excellence in teaching;
- To attract, nurture and develop academics as reflective practitioners;
- To provide a policy and support for the use of multimedia and ICTs in teaching and learning;
- To accept a range of minimum entrance requirements including Recognition of Prior Learning;
- To provide a scaffolded programme of student support and mentorship; and
- To have a flexible curriculum structure that will promote success and improve completion rates and throughput.

100% of the implementation measures were achieved.

The following are the implementation measures that were achieved:

The mid-year and end of the year reports on the implementation of the Quality Assurance framework were completed as well as the mid-year and end of the year reports on the University Capacity Development Plan. Applications for new programmes were submitted to DHET for Programme Qualification Mix clearance and to the Council on Higher Education (CHE) for accreditation. Plans were developed for state of the art classrooms at the Siyabuswa Campus.

A calendar for the Programme of Academic Staff Support for Teaching and Learning was developed. One academic development module was presented on a quarterly basis at both campuses. Four staff members participated in the TUT - Haaga Helia postgraduate training in vocational education. Two workshops on the use of Moodle were presented. All new qualifications, namely, Bachelor of Administration, Advanced Diploma in ICT, Postgraduate Diploma in Nature Conservation, Postgraduate Diploma in Hospitality Management, Postgraduate Diploma in Agriculture were developed to allow for a range of minimum entrance requirements including RPL. Orientation Programmes for first year students were conducted at both campuses as part of the First Year Experience. One First Year Experience event was held on a quarterly basis at both campuses. The reports on the early identification of students at risk were included in the Faculty and School reports including the support provided to the students.

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.

93% of the objectives were achieved in this Activity Area.

The following implementation measures were achieved during the reporting period:

The 7-Year Maintenance Plan was updated and monitored through weekly maintenance meetings and monthly Divisional reports. The Integrated Renovation Plan was developed and monitored. The Siyabuswa Beautification project was completed. The Dams Safety Procedural Plan was developed. The electricity demand Load Management System was developed. The use of the Archibus Facilities Management System was improved by adding 70 users.

The construction of the Conference and Wellness Centre and the Residential, Dining and Student Support Building was completed. The contract to commence with the construction of the Archive and Academic Building was awarded. An integrated Civil and Electrical bulk services infrastructure was constructed to provide power to the entire campus. The construction of the Urban Fabric Landscaping and the Environmental Rehabilitation was completed. The 2015/16 to 2019/2020 New Infrastructure Projects Development Plan was updated to include 2021/2023.

The SHE Management Plan, Security Management Plan, the Alien Management Strategy and the Waste Management Strategy were implemented and monitored. A security risk assessment was conducted at both campuses.

The two implementation measures that were not achieved were the commencement with the construction of the ICT and Security Building and the Irrigation Laboratory. Both projects experienced delays in the tender process and the construction will commence during the first half of 2020.

The use of the HEDA Dashboards System was successfully improved by giving access to new users and providing support and training to the existing users. The MOBI Application Rating System was created and set-up successfully for the Registrar's Office. The Academic Structure was successfully updated and monitored by a centralised and limited access system. The HEMIS data was submitted to DHET according to DHET submission schedules.

ICT Services completed phase one of the project to replicate the UMP servers to Microsoft Azure. A total of ten servers have been deployed to the Microsoft cloud guaranteeing the University server high availability and redundancy in a secured environment.

The bandwidth capacity of the link between Mbombela campus and Siyabuswa campus has been upgraded from 160Mbps to 800Mbps. An access controller was installed, at Siyabuswa campus, to cater for additional network points for wireless Access Points (APs) installed in the Administration building, staff and student residences. In addition a total of seven venues at, Siyabuswa campus, were fitted with Audio-Visual equipment in order to support teaching and learning.

Activity Area 5: Quality Student Experience

Goal 1: Create an effective and progressive student leadership.

Goal 2: Promote a vibrant and active student life.

Goal 3: Promote the holistic development of students.

Objectives:

- Ensure the existence of functional student leadership structures;
- Provide development programmes for the student leadership structures;
- Promote accountable student leadership structures;
- Promote the adherence and observance of the University policies by student leadership and the student body;
- Create effective communication strategies between student leadership and University leadership;
- Ensure the promotion of a sporting culture amongst students in the University;
- Promote coherent and active student societies;
- Stimulate and sponsor personal development programmes for students;

- Promote and support student life events;
- Promote healthy living and practices for students;
- Ensure the promotion and support for students with disabilities;
- Support students staying in accredited private accommodation to experience a holistic academic environment;
- Promote academic engagement;
- Promote living and learning activities and programmes in the University;
- Promote the use of shared/common spaces for social and academic purposes; and
- Encourage community engagement and support initiatives by students.

100% of the objectives were achieved in this Activity Area.

The University had a number of major achievements during the reporting period through this Activity Area. The achievements included, among others, the holding of successful, peaceful, free and fair SRC and CRC elections. Holding peaceful elections has become common practice at our University, to which we are grateful; the 2019 SRC Investiture which provided the Management of the University an opportunity to lay down the important foundation on the expected relationship and engagement between the University Management and the student leadership was successfully held in 2019; provision was made for a number of training and development programmes for the student leadership; the successful holding of effective MANCO-SRC quarterly meetings; the provision of a vibrant and active student life through a number of sporting codes, student societies, as well as living and learning communities; the participation of 4 of our sporting codes in the University Sports South Africa (USSA) tournaments in July and December 2019, were among the notable achievements. The University's 8-track tartan athletics field was completed in 2019.

This athletics field is rated by the International Athletics Associations Federation (IAAF) as a Class 2 Athletics Facility.

The University also provided over 16 personal development workshops to students. The University was able to accredit over 70 private student accommodation facilities which provided accommodation to students who could not be accommodated in the University's on-campus accommodation.

We are pleased to report that the UMP ENACTUS Team continued its excellent performance again in 2019 and made it to the ENACTUS National Competitions held in July at the Sandton Convention Centre in Johannesburg. Our team became the 3rd runner up in the final ranking, a position that we held last year as well.

Our ENACTUS project, the Hatching Hope Chicken Project, was the overall winner of the HARMONY LED ENACTUS CHALLENGE; the NEDBANK TRIPLE BOTTOM LINE SUSTAINABILITY AWARD as well as the HARMONY BUSINESS

SOLUTION FOR COMMUNITY DEVELOPMENT ENACTUS AWARD. A total of 5 trophies were brought home by our Team.

It is also with great joy to report that for the first time this year, UMP hosted the 2019 USSA Cross Country Championships in Mbombela from 18 to 21 September 2019, which was a huge success. This shows the level of trust that the USSA had in our University to entrust it with such a responsibility.

The University continued with the “Love My Campus” Campaign, a project that promoted the love of the University by both students and staff. The University Management introduced the “Love My Campus” Competition which ran during the months of September to December 2019. The introduction of the competition was to further encourage staff and students to come up with projects that promoted the Campaign. We continued in 2019 to see the benefits of this campaign, which resulted in our Campuses being kept clean with no vandalism of our iconic infrastructure and state of the art equipment.

Activity Area 6: Engagement and Partnerships

Goal 1: Promote engagement for the public good.

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

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

Objectives:

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

96% of the implementation measures in this Activity Area were achieved. The following objectives were achieved:

The University of Mpumalanga implemented an engagement project in collaboration with the Ehlanzeni District Municipality. Four Short Learning Programmes in Entrepreneurship were offered and Certificates of Competence were issued. A programme on responsible citizenship was implemented in collaboration with ENACTUS. Africa Day was celebrated at the Mbombela Campus under the theme *“Building a better Africa and a better World”*. Public lectures by renowned national and international scholars were held during 2019. Partnerships were explored with seven stakeholders nationally and three international higher education institutions. Partnerships were established with the following key stakeholders nationally:

- University of Venda
- Agricultural Research Council
- University of Johannesburg, College for Business and Management
- University of the Free State
- Department of Water and Sanitation, Inkomati-Usuthi Catchment Management Agency (IUCMA)
- Barberton Correctional Services
- Rhodes University

Partnerships were established with Portuguese Embassy, Charles Sturt University, Bathurst, Australia and the University of Minnesota, Minneapolis. UMP applied for membership of the Regional University Forum for Capacity Building in Agriculture. A stakeholder function was held on 26 June 2019 in collaboration with SANLAM. The first regional Alumni Chapter was launched in the Limpopo Province on 14 September 2019. The Engagement Excellence Award was awarded to Dr Ferdinand Niyimbanira on 18 December 2019. The Africa Day celebrations did not take place at the Siyabuswa Campus due to community protests.

Activity Area 7: Finance

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

Goal 2: Develop a diverse range of income streams.

Goal 3: Ensure efficient utilization of assets and resources.

Objectives:

- Identify initiatives to support the institutional strategic priorities and goals in a sustainable manner;
- Determine income streams and cost implications;
- Implement models to prioritise identified strategic initiatives and promote strategic-aligned resource allocation at all levels;

- Optimise student fees and subsidy income;
- Identify and secure more robust alternative revenue streams;
- Mobilise relevant role-players for fund-raising;
- Develop a coherent approach to budget settings, reducing overheads and promote a proactive approach to value for money;
- Develop a coherent approach to budget settings, reducing overheads and promote a proactive approach to value for money;
- Develop sound financial systems, controls and reporting measures; and
- Develop appropriate procedure and tender processes.

92% of the objectives were achieved in this Activity Area.

The main achievements were the timely preparation and submission to DHET of the unqualified audit for 2018, the timely preparation and submission of quarterly management accounts to Council and the timely monthly close of all financial systems on ITS. We continued to run Pastel parallel with ITS until to the end of December 2019.

The 2020 financial budget was prepared and submitted for discussion and approval by DHET during the year. The primary basis of the preparation of the 2020 financial budget is financial sustainability. To ensure financial sustainability the 2020 budget is premised on the rate of growth of UMP plus an increase for accommodating the impact of inflation.

Due to the national fiscal constraints, the 2020 budget increases have been restricted to a targeted inflationary increase and excludes the growth rate of UMP. The continuous improvement in the control environment and utilisation of automated systems has improved efficiencies within Student Financial Aid and debt recovery during the year. The implementation of cost austerity measures has greatly assisted to ensure that controllable expenses are managed within the budget without affecting the operations of the UMP. Systems, controls and tariffs have been implemented to ensure that the UMP optimises the usage of its infrastructure by renting selected facilities to the public without negatively impacting on the academic mandate and the value of the infrastructure. The sports facilities upgrade was completed during the year with the assistance of a R27 million grant from the National Lotteries Commission. Management continued to implement action plans to strengthen the control environment and address the recommendations of both the Internal and External Auditors.

The UMP continued to make steady progress with the construction of the new infrastructure against the approved five (5) year plan. During the year, net assets to the value of R 511 million were constructed, acquired and recorded in the Fixed Asset Register. The objectives that were not achieved will be completed during the first semester of 2020.

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.

94% of the objectives were achieved in this Activity Area.

The annual operational plan outlines four goals and six objectives under Activity Area 8: Human Resources. Goal 1 sets out the need to create and sustain an affirming institutional culture for all staff. Goal 2 outlines the need to attract, develop and retain talented staff at UMP, while Goal 3 advances the need to facilitate an employee wellness programme for the benefit of staff.

Goal 4 gives effect to the need to establish and uphold user-friendly HR systems and processes.

Eighteen implementation measures are outlined. Of these, 17 have been achieved, indicating a 94% achievement rate.

Employee engagement is an important facet in enhancing cohesion among employees. In this respect, an induction programme was introduced with a view to introduce new employees to the policies, colleagues and an overview of the University and its management. Induction sessions were held on both campuses.

The University is committed to providing support to employees who seek to enhance their qualifications through the undertaking of formal studies and short

learning programmes with higher education institutions. Accordingly, a number of employees enrolled on programmes and qualifications in pursuit of higher-level qualifications.

A number of reward and recognition programmes are in place at UMP. The Policy on Promotion, Development and Recognition of Excellence (PDRE) has been implemented. The PDRE is linked to remuneration. Long Service Awards were awarded to qualifying employees to celebrate their tenure with the University.

A number of programmes and workshops were held to facilitate and promote employee engagement and enhance the value proposition for employees at UMP. These include the implementation of a Change Management Intervention called the Pioneering Journey. In addition, Values Inculcation Workshops were rolled out to raise awareness of UMP Values and to develop associated behavioural traits that can be demonstrated by employees. EMANCO members have undergone training and attended the workshops. Team building interventions were also undertaken in the HR and Finance Divisions. As part of the capacity building programme for employees, training on HR policies, numerous workshops and outreach programmes, with special emphasis on Sexual Harassment, Leave Provisions, Grievance Procedures, PDRE and the management of Injury on Duty, were successfully conducted for both campuses.

To ensure wellness of the staff, a Wellness Calendar was approved by management with MANCO members appointed as Champions to the various wellness themes. The wellness themes included HIV/AIDS; Cancer awareness; Mental health; Disability awareness and Financial wellness, among others. Wellness Day events were held for both campuses in collaboration with our approved medical aid schemes, health and wellness providers and financial institutions.

There was a limitation in delivering on Goal 4 in terms of developing user-friendly HR systems and processes. Further work needs to be undertaken in this respect and will be prioritised in the APP for the following year.

2.4. CONCLUSION

Throughout this report, evidence abounds, about how relentless UMP has been in pursuing the goals set, and the strategic objectives committed to. All the key areas have received considerable attention, and where there are targets missed, compelling reasons are given, as well as corrective measures to ensure that in the future not so distant, redress has taken place. The increase in numbers of staff with Doctoral degrees and the rise in the rate of publications are indeed gratifying development.

Students at risk have been identified and assisted so that access leads to success. The increase of clearances received from DHET in terms of the Programme and Qualification Mix (PQM) and accreditation by Council for Higher Education is bolstering both the confidence and the numbers of UMP.

The pursuit of sound strategy, and using metrics to evaluate where we are at, will always guide our efforts and energise us.

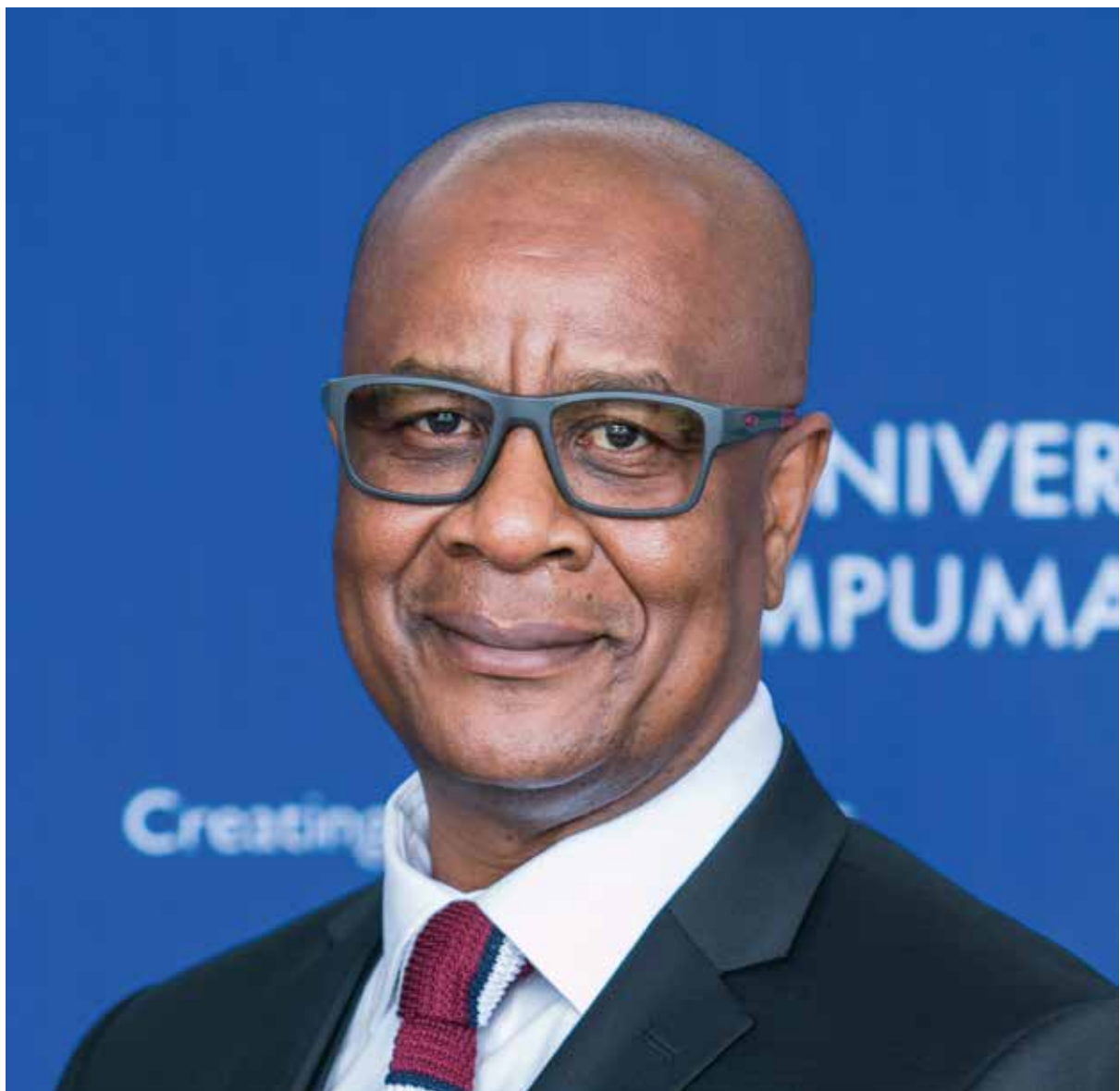


Prof M D Mabunda
Chairperson of Council



Prof T V Mayekiso
Vice-Chancellor

3. REPORT OF THE CHAIRPERSON OF COUNCIL



Prof M D Mabunda, Chairperson of Council

3.1. INTRODUCTION

UMP continued its close working relationship with the Department of Higher Education and Training through among others, holding quarterly meetings. Council has delegated a number of functions to the Vice-Chancellor as per the UMP Delegation of Authority Framework. A number of functions are further delegated to members of Executive Management. Council together with all the committees of Council were functional in 2019 and discharged their roles and responsibilities in an effective manner. 2019 marked the second term for five members of Council. These colleagues brought to bear the experience accumulated during their first term of Office as members of Council at UMP. This contributed to the high levels of professionalism and competence experienced in 2019.

All the Committees of Council were chaired by external members of Council who were experienced in governance and had the requisite expertise to lead those Committees.

The standing committees of Council are created for the purpose of handling those duties and functions of Council which are delegated to them. They also advise Council on matters referred to them. These committees derive their mandates from the Charters approved for each committee by Council, while taking cognizance of the statutory framework that surrounds their responsibilities. Each of these committees is accountable to Council. Our primary objective as Council was to guide the institution towards the advancement of its Vision. In this regard, Council commissioned the mid-term review of the Strategic Plan in order to determine progress made towards the realisation of the Vision and Mission of the institution. The overall outcome of the review was that UMP has made significant progress towards the achievement of the strategic goals and objectives.

3.2. GOVERNANCE

Council as part of its fiduciary responsibility, ensures that legislative and legal compliance is adhered to strictly by the University. This included putting in place processes to ensure compliance with the reporting requirements by the Department of Higher Education and Training.

New members of Council were taken through an induction process to familiarise themselves with the governance of a higher education institution and the applicable legislation.

The University Council met quarterly to perform its fiduciary duties. The Committees of Council met before the meetings of Council to deliberate

extensively on the submissions to be made to Council. The Committees of Council made recommendations to the EXCO of Council in line with their Charters. This protocol contributed to the efficiency and effectiveness of Council as it enabled Council to focus on the strategic matters of the institution.

In addition, the Chair of Council had one-on-one meetings with the Vice-Chancellor to receive briefing on pertinent University matters. This has enhanced decision making at the institution.

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

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

The reports provided members of Council with a snapshot of the state of the University and kept them abreast of developments in the higher education sector nationally and within the institution.

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

The performance of the institution on the Department of Higher Education and Training Annual Performance Plan has been satisfactory with most of the targets being achieved.

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

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

3.3. GOVERNANCE OF RISK

The governance of risk received attention from Council during the year under review.

The Audit, Risk and IT Governance Committee (ARIGO), a sub-committee of Council deals with governance matters in relation to the following institutional risks:

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

Divisional Risk Registers were developed and monitored by the Risk Management Committee on a quarterly basis. Risk Champions at the divisional level were responsible for the identification and management of risks. They received training from the Internal Auditors.

In September 2019, the institution went through the process of reviewing the Risk Register with the assistance of the Internal Auditors.

Action plans were developed to mitigate these risks as part of the Risk Register review. The implementation of the action plans was monitored quarterly by the Risk Management Committee that is a sub-committee of MANCO. The Risk Management Committee conducted an overall assessment of the effectiveness of risk management for each quarter. In addition, the overall challenges experienced during the quarter under review and the interventions by the Risk Management Committee to address the challenges were assessed.

The Risk Management Committee has the responsibility to identify any emerging risks to be reported to the Audit, Risk and IT Governance Committee.

Two sets of action plans were developed from the findings of the Internal and External Auditors. The implementation of the action plans were monitored by the Audit Steering Committee on a quarterly basis. The External and Internal Auditors attended the meetings of the ARIGO and the Audit Steering Committee by standing invitation. The attendance of combined meetings by both the Internal and External Auditors is considered to have provided Council with combined assurances.

3.4. COMPLIANCE WITH LAWS, CODES, RULES AND STANDARDS

One of the roles and responsibilities of each of the Committees of Council is to ensure compliance with laws, codes, rules and standards as they pertain to their respective remits. UMP complied with the legal prescripts that are relevant to its ability to discharge its mandate as per the Statute of the UMP.

The outcome of the exercise was that UMP is compliant with the legal prescripts that affect its ability to discharge its mandate in support of the academic project. Thirteen (13) Policies were approved by Council as reflected in **Annexure 1**. These include both new and revised policies. All the policies include a section that deals with compliance with the applicable regulatory framework as well as other relevant UMP policies, guidelines and procedures. The policy development and revision process includes consultation with relevant internal stakeholders.

3.5. GOVERNANCE OF INFORMATION COMMUNICATION TECHNOLOGY

The ICT Strategic Plan 2020-2022 was approved by MANCO and it was submitted to ARIGC for noting. ARIGC recommended that the strategy be tabled at Council for noting. This strategy buttresses ongoing efforts to strengthen ICT governance at the University and directly supports the University's strategic objectives. The implementation of the strategy is underway and projects and initiatives have been identified and in the process of implementation.

Council noted the ICT Service Delivery Plan, which is a service offering document highlighting the core service and minimum service standards provided by ICT Services and encapsulates the minimum service standards that ICT can commit to in proportion to the current staff and infrastructure resources available. Council also approved the Change Management and Control policy, which ensures that all changes to the ICT infrastructure are properly authorised, recorded and consistently applied throughout the University. The ICT Committee provided strategic leadership and ensured open communication between ICT and other Divisions at the University.

3.5.1. ICT GOVERNANCE OF RISK

The ICT Operational Risk report was developed and the identified ICT risks were linked to the relevant University's strategic objectives. The identified ICT operational risks were incorporated into the University's Risk Register to make sure that the ICT risks receive the attention of the University management.

3.5.2. ICT DEVELOPMENTS AT BOTH CAMPUSES

The implementation of cloud-based computing has been steadily scaled and well managed with all mission-critical servers moved to the cloud. This improved

the University's operational efficiency and reduced the ICT operating cost. ICT Services completed Phase one of replicating the UMP servers to Azure Microsoft data center in South Africa North. All mission-critical servers were prioritised and replicated to Azure. The immediate institutional benefits, are, but not limited to, faster disaster recovery, effective backup storage and advanced data security. The bandwidth capacity of the Wide Area Network (WAN) link, between Mbombela Campus and Siyabuswa Campus, has been upgraded from 160 megabits per second (mbps) to 800mbps increasing the speed between the two campuses.

Our University Wi-Fi for both campuses covers all residences, lecturing venues and open spaces giving both staff and students seamless connectivity to both University ICT and Internet resources. As more and more students use mobile devices on campus to access resources, ICT delivers and manages a fast, secured and reliable campus Wi-Fi performance. The volume of mobile devices has increased dramatically accounting for 60% of the total number of devices connecting to the University network.

MANCO approved the Siyabuswa ICT Densification project and, as a result, adequate Audio-Visual resources were availed in support of teaching and learning, and further expand ICT Infrastructure to enhance the academic project. A total of seven teaching labs have been fitted with modern audio-visual equipment ranging from data projectors to integrated document cameras.

3.5.3. ICT INFRASTRUCTURE INVESTMENT

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

TABLE 2: ICT EXPENDITURE

Year	Project	Building	Access Control/ Alarm System	Cabling Infra-structure	CCTV	Network Equipment	Desktop Computers	Total
2019	NBP0008	Staff and Recreation	R188 473	R225 030	R152 809	R320 482		R886 793
	NBP0013	Student Support	R1 741 379	R1 121 272	R887 884	R1 887 059		R5 637 594
	NBP0012	Science Centre	R2 435 863	R868 494	R1 024 804	R1 506 215	R1 981 679	R7 817 055
GRAND TOTAL								R14 341 442

3.6. STRATEGIC LEADERSHIP/MANAGEMENT

Council together with the Executive Management provided strategic leadership and management of the institution in line with their core functions at the institution. Council through its various structures and membership of critical structures of the University such as Senate and the Institutional Forum (IF), provided the necessary oversight function. The regular interaction and communication between the Chair of Council and the Vice-Chancellor have ensured a constant bridge between Council and Management.

This has facilitated joint decision-making in matters pertaining to both management and governance, thereby ensuring the effective functioning of the institution. The Strategy Committee of Council provided strategic leadership in line with its mandate.

3.7. ASSESSMENT OF INSTITUTIONAL PERFORMANCE PER THE ANNUAL PERFORMANCE PLAN

Outstanding performance was achieved in the implementation of the 2019 Annual Performance Plan. Ninety seven percent (97%) of the objectives were achieved in 2019. This is an improvement from the 95% performance that was achieved in 2018.

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 3: Teaching and Learning
- Activity Area 5: Quality Student Experience

It is encouraging to note that 100% performance was achieved in Research and Knowledge Generation and Teaching and Learning that are core missions of the institution. It is important to note that 100% achievement was reported in the area of Governance and Strategic Leadership. Performance in the other areas ranged from 92% to 94%. All the objectives (3%) that were not achieved in 2019 will be completed during the first half of 2020.

3.8. CONCLUSION

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

UMP has continued in its developmental trajectory and there is reported improvement in the achievement of objectives in the Annual Performance Plan. There is 2% improvement from the 95% achieved in 2018 to 97% achieved in 2019. The academic programmes offered in the institution increased from 12 to 20 in 2019 and marked the introduction of postgraduate qualifications for the first time.

Overall, Council can confidently report a satisfactory discharge of its duties and the performance of the institution.



Prof M D Mabunda
Chairperson of Council

4. COUNCIL STATEMENT ON GOVERNANCE



UMP Council

4.1. COUNCIL

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

Functions

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

8. The Council may delegate its functions in terms of sub-paragraph (6) (b) to a joint committee of the Council and the Senate, provided that the appointment and promotion of academic employees at the level of senior lecturer and below may be further delegated to the Vice-Chancellor.
9. A member of the Council or a member of a committee of the Council serves on the Council in his/her personal capacity and:
- i. must be a person with knowledge and experience relevant to the objectives and governance of the University, with adequate capacity to discharge his/her duties to the Council diligently;
 - ii. must participate in the deliberations of the Council in the best interests of the University;
 - iii. must, before he or she assumes office, declare any business, commercial or financial activities undertaken for financial gain that may raise a conflict or a possible conflict of interest with the University and whether he/she has the capacity to discharge his/her duties to the Council diligently and whether he/she has in the past been involved in any activities that could call into question his/her own reputation or that of the University;
 - iv. may not place himself or herself under any financial or other obligation to any individual or organization that might seek to influence the performance of any function of the Council; and
- may not have a conflict of interest with the University;
 - may not have a direct or indirect financial, personal or other interest in any matter to be discussed at a meeting and which entails or may entail a conflict or possible conflict of interest with the University; and
 - must, before the meeting and in writing, inform the chairperson of that meeting of that conflict or possible conflict of interest.

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

COUNCIL MEMBERS



*Prof M D Mabunda,
Chairperson*



*Ms C Mabuza,
Deputy Chairperson*



*Prof T Mayekiso,
Vice-Chancellor*



Prof R Bernard



Prof R L Howard



Prof T Nhlapo



Prof S S Ripinga



Mr J Aling



Prof P Lukhele-Olorunju



Prof M Mbewe



Ms C Ledwaba



Mr G T Mokoena



Prof T Ngqondi



Mr O Galane



Mr Thrush



Mr M Khoza



Dr Sabela



Mr M Nkosi



Mr C Mashabane



Ms M Maile

TABLE 3: COUNCIL MEMBERSHIP AND ATTENDANCE

Name	Constituency	Percentage of Meetings Attended
Prof Mabunda D M	Council Appointee	100%
Ms Mabuza C	Council Appointee	25%
Prof Ripinga S S	Council Appointee	100%
Ms Ledwaba M C	Council Appointee	100%
Mr Mokoena T G	Council Appointee	75%
Mr Galane O	Council Appointee	75%
Prof Kieswetter E**	Ministerial Appointee	0%
Ms Msundwa F *	Ministerial Appointee	0%
Adv Seboko V T	Ministerial Appointee	0%
Mr Aling J	Ministerial Appointee	75%
Prof Nhlapo T ***	Ministerial Appointee	50%
Prof Mayekiso T V	Executive Management	100%
Prof Bernard R ****	Executive Management	50%
Prof Howard R L *****	Executive Management	50%
Prof Mbewe M	Senate Representative	100%
Prof Lukhele-Olorunju P	Senate Representative	75%
Mr Khoza M	Convocation Appointee	75%
Mr Nkosi M	Convocation Appointee	75%
Dr Sabela T	Academic Staff Representative	100%
Mr Thrush J	Support Staff Representative	100%
Ms Maile M *****	SRC: General Secretary	67%
Mr Mashabane C *****	SRC: President	67%
Mr Msimango C *****	SRC: President	100%
Ms Magagula C *****	SRC: General Secretary	100%
TOTAL		72%

* Resigned on 07 March 2019.

** Resigned on 19 July 2019.

*** Re-appointed on 10 October 2019.

**** Term of office ended on 30 September 2019.

***** Term of office ended on 31 October 2019.

***** Term of office started on 31 October 2019.

Council held four meetings in 2019 on 28 March, 27 June, 10 October and 29 November 2019. The average attendance was 72%. The Council of the University consisted of 24 members and the percentage of external members was 58% and was 42% for internal members.

4.2. COMMITTEES OF COUNCIL

a) Nominations Committee of Council (NC)

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.

Role of the Nominations Committee

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

TABLE 4: MEMBERSHIP AND ATTENDANCE OF THE NOMINATIONS COMMITTEE

Name	Percentage of Meetings Attended
Ms Mabuza C	100%
Prof Mayekiso T V	100%
Ms Ledwaba M C	100%
Total	100%

The Committee held one ordinary meeting in 2019, the meeting was on 30 September 2019. The average attendance was 100%.

b) Executive Committee of Council (EXCO)

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

Role of the EXCO

Serves as the executive body of the Council;

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

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

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

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

TABLE 5: MEMBERSHIP AND ATTENDANCE OF EXCO

Name	Percentage of Meetings Attended
Prof Mabunda D M	100%
Prof Mbewe M	75%
Ms Mabuza C	50%
Prof Mayekiso T V	100%
Mr Mokoena T G	75%
Prof Kieswetter E *	50%
Prof Ripinga S S	100%
Total	81%

** Resigned on 19 July 2019.*

The committee held four ordinary meetings on 14 March, 13 June, 12 September and 14 November 2019. The average percentage was 81%.

c) Strategy Committee of Council (SC)

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

Role of the Strategy Committee of Council

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

TABLE 6: MEMBERSHIP AND ATTENDANCE OF THE STRATEGY COMMITTEE

Name	Percentage of Meetings Attended
Prof Ripinga S S	100%
Prof Mayekiso T V	100%
Prof Bernard R*	100%
Mr Khoza M	100%
Prof Howard R L *	100%
Mr Nkosi M **	100%
Total	93%

*Term of office ended on 30 September 2019.

**Term of office started on 10 October 2019.

The Committee held three ordinary meetings in 2019 on 01 March, 30 May and 05 November 2019. The average attendance was 93%.

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

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

Audit and Risk

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

Ensures 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;

Ensures that business risks are continually assessed and that effective internal control systems are developed and implemented so as to minimise material risks.

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

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

Reviews the risk management processes and the significant risk facing the University;

Reports to the Council on its risk management responsibilities; and

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

IT Governance

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

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

Name	Percentage of Meetings Attended
Mr Mokoena T G	100%
Mr Galane O	100%
Ms Deiner G	100%
Mr Ramasodi D	60%
Total	90%

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

The Committee held four ordinary meetings and one special meeting in 2019 on 28 February, 04 June, 19 August, 03 September and 19 November 2019. The average attendance was 90%.

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

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

Role of the Governance, Finance and Investment Committee

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

TABLE 8: MEMBERSHIP AND ATTENDANCE OF THE GOVERNANCE, FINANCE AND INVESTMENT COMMITTEE OF COUNCIL (GFIC)

Name	Percentage of Meetings Attended
Mr Galane O	100%
Prof Mayekiso T V	100%
Prof Kieswetter E*	50%
Mr Pather K	100%
Mr Ailing J	75%
Mr Mokoena T G	100%
Total	89%

** Resigned on 19 July 2019.*

The Committee held four ordinary meetings in 2019, 20 February, 28 March, 29 August and 31 October 2019. The average attendance was 89%.

f) Human Resources Committee of Council (HRC)

The Committee advises the Council on the general conditions of services 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 as contemplated in paragraph 27 (2) (b) of the University of Mpumalanga Statute, promulgated in terms in terms of the Higher Education Act, No 101 of 1997, as amended.

TABLE 9: MEMBERSHIP AND ATTENDANCE OF THE HUMAN RESOURCES COMMITTEE

Name	Percentage of Meetings Attended
Prof Nhlapo T	100%
Prof Mayekiso T V	100%
Mr Mavuso L *	100%
Mr Myeki M **	100%
Ms Umlaw M	100%
Ms Ledwaba M C	0%
Total	100%

**Resigned on 30 June 2019.*

***Term of office started on 01 July 2019.*

The Committee held four ordinary meetings in 2019 on 26 February, 10 June, 22 August and 30 October 2019. The average attendance was 100%.

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 the facilities and infrastructure, with implementation strategies, priorities and financing models for approval by the Council and 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 updates, in co-operation with the Management and the Task Teams of the DHET, a comprehensive and sustainable institution maintenance and replacement plan and strategy for approval by the Council and the DHET.

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

Name	Percentage of Meetings Attended
Mr Aling J	100%
Prof Howard R L *	67%
Mr Els G	100%
Prof Mayekiso T V	100%
Mr Mokotedi D	100%
Mr Galane O **	100%
Adv Seboko T V	0%
Total	83%

* Term of office ended on 30 September 2019.

*** Term of office started on 10 October 2019.

The Committee held four meetings in 2019 on 20 February, 28 May, 28 August and 31 October 2019. The average attendance was 83%.

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 paragraph 27 (3) to 27 (5) of the University of Mpumalanga Statute as promulgated in terms of the Higher Education Act, 1997, as amended.

Role of the Remuneration Committee of 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 the members and officials of the Council.

TABLE 11: MEMBERSHIP AND ATTENDANCE OF THE REMUNERATION COMMITTEE

Name	Percentage of Meetings Attended
Prof Ripinga S S	75%
Prof Kieswetter E *	50%
Ms Mabuza C	25%
Prof Nhlapo T	75%
Prof Mayekiso T V	100%
Mr Galane O	75%
Ms Marais P	75%
Mr Pather K	100%
Mr Mavuso L**	100%
Mr Myeki M ***	100%
Total	76%

* Resigned on 19 July 2019.

* Resigned on 30 June 2019.

* Term of office started on 01 July 2019.

The Committee held four ordinary meetings in 2019, on 28 February, 04 June, 18 July, and 03 September 2019. The average attendance was 76%.

4.3. STATEMENT OF CONFLICT MANAGEMENT

The University has adopted a proactive approach to student and employee engagement that is intended to build a relationship of trust between the student leadership and management. There are scheduled quarterly meetings between the SRC and MANCO as well as quarterly meetings between Organised Labour and MANCO. The meetings offer all the stakeholders an opportunity to raise issues to be attended to before they escalate into protest actions. These meetings were successfully held during the reporting period.

We are also pleased to report that the University, in line with one of its Strategic Objectives, namely, *to Provide development programmes for the student leadership structures*, provided workshops on conflict resolution for the student leadership, for example, the SRC/ORC members attended a Conflict Resolution workshop in April 2019 which dealt in details on the management of conflict; the Mbombela Campus Student Political Structures attended a workshop on Conflict

Resolution in July 2019; the Siyabuswa Campus Student Political Structures also attended a similar workshop on Conflict Resolution in August 2019 at the Siyabuswa Campus. The University, having seen the positive impact of these trainings, also organized and held a conflict resolution workshop for the newly elected 2019/20 members of the SRC/ORCs which was held in November 2019. All these interventions empowered the student leadership with the knowledge on how to deal with issues in a constructive manner for the good of both the students and the University.

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

4.4.1. STATEMENT ON WORKER PARTICIPATION

The relationship between the management and the recognized unions namely NEHAWU and NTEU has been nurtured through, among other things, continuous engagements which have yielded harmonious and sound labour peace within the University. It was through these engagements, which promoted and helped in improving communication and a healthy dialogue between the management and staff, especially on matters relating to service? conditions of staff and importantly during collective bargaining meetings.

In its concerted efforts to ensure stability within the University and prompt resolution of staff employment issues, the University had successfully employed the following engagement strategies with unions during the period under review:

- Monthly Employee Relations meetings to share information on HR operational issues affecting the conditions of services of employees; to communicate developments on the HR processes and procedures and offer an opportunity for employees to share their views and challenges affecting them in the performance of their Divisional Mandates. Most of the issues that could have been lodged as grievances or complaints were amicably resolved during those engagements.
- The management had also engaged robustly with unions on strategic issues of the University, opening an opportunity for employees to make inputs in the development and transformation of the University. These MANCO/Union Engagements, as they are normally called, took place once per quarter.
- The Collective Bargaining which caters for both consultation and negotiations for employee salaries and benefits also happened through the established and functional Bargaining Forum which comprises of Management delegation and trade union representatives. The Bargaining Forum Meetings were held on a quarterly basis and were chaired by an Independent Chairperson.

For 2019 the following achievements are worth noting:

- The conclusion of salary negotiations, which resulted in a multi-year agreement for the next three years from 2019 until 2021 has significantly promoted meaningful consultation on policies during this period. As a result, two of HR policies were consulted on and finalized namely, the Overtime policy and the Disciplinary Code of Conduct for staff.
- The Employee Relations managed to run information sessions on Leave Management policy for the whole institution.
- Awareness campaigns on Sexual Harassment in the workplace were successfully conducted in collaboration with CCMA for both Mbombela and Siyabuswa Campuses.
- Workshops on *Injuries On Duty* to capacitate supervisors on how to handle Injury on duty cases in the University were conducted with the assistance of the Department of Employment and Labour.
- All Shop stewards for both trade unions (NEHAWU and NTEU) were empowered and capacitated to understand their role through a Shop steward Training which was conducted to assist them to be effective as social partners.
- Grievances ranging from employment issues to operational matters which were raised by employees on an individual basis, at time through their respective union, were effectively handled and resolved timeously. Even those which were escalated to the CCMA were settled, with the exception of one which is currently at the Labour Court.
- The Labour Law amendments affecting basic conditions of employment which were signed into law during the period were integrated into our Leave Policy to ensure compliance. Of importance to note is that the aforementioned changes affected employee benefits in as far as they relate to paternal leave and family responsibility leave.

The continuous efforts to communicate and engage with the unions on matters affecting both employment conditions and strategic matters of importance to them has yielded a successful year, free of instability and unrest, showing prevalence of order and calmness at all times.

4.4.2 STATEMENT ON STUDENTS' PARTICIPATION

The University continued in 2019 to ensure that students participate in and are involved in the matters that relate to students in line with the Statute of our University. This was done through, among others, the continued engagement between the University Management and the Student Representative Council (SRC) and the Campus Representative Councils (CRCs), at different levels. Management and the SRC held all of the planned quarterly meetings as well as other urgent meetings. The Dean of Students also held monthly meetings with

the SRC and quarterly meetings with the CRCs. The other level of engagement with the student leadership was between the Managers: Student Governance and Development and the CRCs at their respective Campuses. The Campus Director at the Siyabuswa Campus also held monthly meetings with the CRC at the Campus. All these engagement platforms were used to ensure that issues that relate to students were attended to and dealt with immediately and, more importantly, that students participate in matters that relate to the well-being of students at the University.

Another very important area of students' participation was the membership or representation of the Student Representative Council in a number of University Committees during the year. The SRC was represented in, and attended, the meetings of Council, Senate and the Institutional Forum. They also participated in a number of Committees of MANCO within the University where most of the issues that related to student matters were dealt with, such as, the Student Catering Management Committee; the Student Support Services Committee; the Student Financial Aid Committee; the Safety, Health and Environment (SHE) Committee; the Security Committee and; the Transformation Committee. The participation of the student leadership in these committees and other one-on-one engagements resulted in the University having a smooth and quiet 2019 because issues were attended to and amicably resolved as and when they were raised.

The leadership of student structures, societies, and clubs, in the form of committees, were also used to engage students on the matters relating to the activities and events of the societies and clubs. The Managers: Student Governance and Development as well as the Student Development Officers continued to work with these committees to ensure that issues that needed the attention of the University Management were immediately attended to, but also to ensure the smooth functioning of those student structures, societies and clubs.

Another important area of students' participation was the participation of the students during the SRC elections period. The student body in both Campuses participated in the activities and programmes leading to the SRC elections which were held on 4 October 2019. The University held voter education and the manifesto meetings on both Campuses and students participated in these engagements which were held as programmes leading to the elections. The participation of students ensured that the University successfully held peaceful, free and fair SRC elections.

Management held a "meet and greet" meeting with the newly elected 2019/20 SRC on 25 October 2019 to pave the way for a continued effective engagement between Management and the SRC during the 2020 academic year.

4.5. STATEMENT ON CODE OF ETHICS

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

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

The attendance register for meetings includes a declaration on confidentiality that must be signed by all members. This ensures confidentiality of deliberations during the meetings. Members of Selection Panels sign confidentiality forms as part of the recruitment process. In addition, before the commencement of any meeting, Council members and members of Committees of Council, declare any potential conflict of interest on any matter on the agenda, and to recuse themselves from deliberations on a matter in which they may have declared a conflict of interest. UMP also has a Disciplinary Code for students. The Code is an important institutional instrument to steer the behaviour of students with a view to developing and preparing them to become well-rounded and responsible citizens. The ultimate goal is to guide and assist students to embrace the values of UMP showing due regard for the constitutional rights of others and the Rules of the University. The Disciplinary Code is discussed with new students as part of the orientation programme as well as with the Student Representative Council and the Campus Representative Councils. Council approved in 2018 the Student Protest Management Policy which is intended to provide a regulatory framework for protests initiated by students. UMP has a Code of Conduct for employees and all employees are required to sign the Code. This is done as part of the on-boarding process and is also discussed during the induction of new employees. The Code of Conduct covers conflict of interest, compliance with procurement and related policies, additional employment, contract and private work, gifts and donations, use of assets and infrastructure, improper influence and bribery. In addition, employees sign annually, a Declaration of Conflict of Interest before the end of February. This is monitored closely by the Human Resources Division.

At the start of each meeting and as part of the attendance register, employees indicate if they have interest to declare on any of the items on the agenda. This is also recorded in the minutes. Students and staff are all encouraged to live the values of the institution. Integrity is one of the values of the UMP. MANCO members are assessed on an annual basis by 360° on their adherence to the institutional values.

5. COUNCIL STATEMENT ON SUSTAINABILITY

5.1. INTRODUCTION

The University of Mpumalanga continues to contribute to the socio-economic development of the Mpumalanga Province by incorporating construction development empowerment targets in its new infrastructure projects portfolio.

5.2. EMPOWERMENT TARGETS

During the 2019 calendar year the following projects contributed to the achievement of empowerment targets:-

1. NBP0008 – Conference and Wellness Centre
2. NBP0012 – Science Research laboratories
3. NBP0013 – Residential Dining and Student Support
4. SIP2001a – Civil Package 1 - South Entrance Roads & Services
5. SIP2001b – Civil Package 2 - Orchard Campus Roads & Services
6. SIP2001c – Civil Package 3 – Hill Campus Central Infrastructure and Ring Road Services
7. SIP2001d – Civil Package 4 – Boschrand Dam and Watercourse Upgrades
8. SIP2002a – Electrical Package 1 – Switching Station Electrical Equipment
9. SIP2002b – Electrical Package 2 – MV and LV Reticulation
10. SIP2002c – Building Package 1 – Switching Station Buildings

Preferential Procurement Regulations (PPR), 2017

The PPR, 2017, establishes the actual rand value as a percentage of the contract, which is mandatory to be subcontracted to subcontractors who are Exempted Micro Enterprises (EME) or Qualifying Small Enterprises (QSE).

TABLE 12 : EMPOWERMENT ACHIEVEMENTS AS AT 31 DECEMBER 2019

Project	Actual Direct Local Jobs	Actual Direct Local Male Jobs	Actual Direct Local Jobs for Women	Actual Direct Jobs for Youth	Actual Direct Jobs for People with Disabilities
Conference & Wellness Centre	76	65	11	60	0
Science Research Facilities	338	317	21	145	0
Residential Dining and Student Support	182	147	35	118	0
South Entrance Roads & Services	15	11	04	10	0
Orchard Campus Roads & Services	26	22	04	09	0
Hill Campus Central Infrastructure & Ring Road Services	92	82	10	22	0
Boschrand Dam and Watercourse Upgrades	75	70	05	38	0
Switching Station Electrical Equipment	0	0	0	0	0
MV and LV Electrical Reticulation	15	11	04	08	0
Switching Station Buildings	10	08	02	07	0
Total	829	733	96	417	0

5.3. TRAINING OF STUDENTS

a) Conference and Wellness Centre



*Sthembile Banda
Studied N6 Civil Engineering
at Roseville College. The
student received 2 years on
site training*



*Mongezi Magagula
Has a ND Building Science
(Quantity Surveying and
Construction Management).
The student did Quality
Assurance work*

b) Science Research Facilities



*Thato Sibeko
Studied Civil Engineering at
Vaal University of Technology.
The student did Quality
Assurance work*



*Noxolo Mhlongo
Studied Civil Engineering at
Sandton College. The student
did Quality Assurance work*



*Nobuhle Mthombothi
Studied Civil Engineering at
Roseville FET College. The
student assisted with the
brickwork for Block A*



*Xolile Nyundu
Studied Electrical
Engineering at MRTT
College. The student assisted
with quantity surveying work*



*Mfundo Zitha
Studied Quantity Surveying
& Construction Management
at Durban University of
Technology. The student did
quantity surveying work*



*Sizwe Ntshingila
Studied Quantity Surveying
& Construction Management
at Durban University of
Technology. The student did
quantity surveying work*



*Mzokhanyayo Mkhwanazi
Studied Quantity Surveying
& Construction Management
at Durban University of
Technology. He did quantity
surveying work*



*Masefudi Mamethja
Studied Civil Engineering
at White River Technical
College. The student did
Quality Assurance work*



*Tetelo Hlabane
Studied Quantity Surveying
at Nelson Mandela University.
The student did quantity
surveying work*



*Zwelihle Mdluli
Studied Civil and Building
Construction at Ekurhuleni
East College. The student
assisted with quantity
surveying work*



*Ncobile Mbuyane
Studied Building Science
at Tshwane University of
Technology. The student did
quantity surveying work*

c) Empowerment of Companies

Sidlabahleka Construction Pty Ltd



Muziwakhe Prince Mahlalela

Name of Company – Sidlabahleka Construction
Registration Number – 2015/102829/07
Shareholders/Owners – Muziwakhe Prince Mahlalela
Black Owned: 100%

Norse Projects advised and assisted Prince in establishing his company Sidlabahleka Construction and with opening a bank account. Norse also negotiated with LabourNet to do all the administrative duties on behalf of Prince's company and has also arranged that Stabilis assist Prince in ensuring that he follows all the correct procedures with regard to PAYE, UIF, etc. Sidlabahleka CIDB rated has progressed from CIDB 1 in 2017 to CIDB GB4PE.

Sidlabahleka Construction was contracted by Norse to do brickwork activity.

Mndawe 83 Construction Pty Ltd



Phineas Masinga

Name of Company – Mndawe 83 Construction
Registration Number – 2014/275301/07
Shareholders/Owners – Phineas Masinga
Black Owned: 100%

Norse Projects advised and assisted Phineas in establishing his company Mndawe 83 Construction and with opening a bank account. Norse negotiated with LabourNet to do all the administrative duties on behalf of Phineas' company and has also

arranged that Stabilis assist Phineas in ensuring that he follows all the correct procedures with regard to PAYE, UIF, etc. and the future goal is to get his Mndawe 83 Construction CIDB rated progressed from CIDB 1GB PE to CIDB 4CE PE and 3GB PE.

The company was subcontracted by Norse projects to do plastering.

Figgup Pty Ltd



Innocent Nyathi

Name of Company – Figgup
Registration Number – 2008/133960/23
Shareholders/Owners – Innocent Nyathi
Black Owned: 100%

Norse engaged the services of Figgup for much of the wet-trades on Building NBPO016. Norse assisted Figgup to open accounts with many of the main suppliers like – Buco / Lafarge / Builders Warehouse etc and to pay Figgup in advance to assist with cash flows and to establish a good credit rating.

Figgup was again subcontracted by Quality Steel and Endemic Developments to do concrete structure, civil and brickwork for Lower Campus walk-ways and structural steel ponds landscaping projects.

The company was again subcontracted by Lonerock Construction on the Hill Infrastructure Development Project to install water reticulation network, Data Sleeves and Irrigation Water Network.

Figgup progressed from CIDB 1 to obtain CIDB Gradings 3SL PE, 5CE PE and 6GBPE. The company is content with the empowerment given to him and is determined to work even harder.

5.4. STAKEHOLDER ENGAGEMENT

The University recognises the importance of stakeholder management and empowerment as part of the new infrastructure projects. To that effect, the University has continued during the reporting period with the support of the New Infrastructure Projects Stakeholder Advisory Committee (NIPSAC). This Committee has been functional during the year and continued to advise Management on the recruitment of local labour for the new infrastructure

projects as well as the advancement and achievement of the local empowerment targets, which included the local economic participation as well as the provision of skills training and development opportunities that were archived during the year.

NIPSAC revised its Terms of Reference in 2019 in order to address the identified needs of the local business community. To that effect, the revised Terms of Reference extended NIPSAC's membership to include representatives of the local Business Forum. This development has provided a platform for the involvement and participation of the Business Forum, which has contributed a lot in the functioning of the Committee.

5.5. CONCLUSION

The extensive construction programme at the University of Mpumalanga provides the University with an excellent opportunity to contribute to the socio-economic development of the Province of Mpumalanga and beyond. The construction programme also plays an important role in skills development.

6. CAMPUS DEVELOPMENT

6.1. INTRODUCTION

This report provides an overview of progress on the University of Mpumalanga (UMP) Infrastructure during the 2019 academic year. The report covers a year during which the University of Mpumalanga completed a number of academic buildings and infrastructure projects as well as the planning of vital new campus developments. The completion and planning process progressed well despite multiple disruptions caused by contractor, student and community protests. 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.

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 expansion of site infrastructure to support the growing student and staff numbers.

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

- a. Town Planning.
- b. Campus Buildings 2018-2021.
- c. Bulk Infrastructure Development both on Lower Campus and on Hill Campus.

6.2. TOWN PLANNING

The purpose and primary focus of the Town Planning project during 2019 was to undertake the proclamation of the UMP Mbombela Campus Township, to finalise the transfer of land in the N4 road reserve to SANRAL and to complete registration of servitudes for all bulk services installed by the UMP.

6.2.1. ESTABLISHMENT OF THE UMP TOWNSHIP

The University of Mpumalanga is being developed on portions 31 and 32 of the farm Boschrand 283, portions 36, 28, 19 and 17 of the farm Friedenheim 282, Portion 75 of the farm Friedenheim 282, and the Siyabuswa Campus property. The 2 x Boschrand and 4 x Friedenheim properties were transferred from the Provincial Department of Public Works, Roads and Transport (DPWR&T) into the name of the University of Mpumalanga on 20 December 2018 - evidence is the original Deeds of Transport.

These properties were consolidated, and the UMP Mbombela Campus Township was proclaimed in the Government Gazette on 1 March 2019 – evidence is proclamation 5 of 2019 in Government Gazette No 3021 dated 1 March 2019 and Certificate of Consolidated Title. The UMP Mbombela Campus Township has been subdivided into 9 Erven with land-use zonings of either Educational, Special or Open spaces. Approval for the consolidation of the Erven 1 to 4, 6 and 7 on the campus took place on 29 November 2019 and rezoning of the consolidated Erven on 9 December 2019. The necessary consolidation certificate and diagram will be submitted to the Surveyor General's Office in January 2020.

As note to the above consolidation process, the Portion 75 of the farm Friedenheim 282 was bought in 2015 and transferred to the University but does not form part of the UMP Mbombela Campus Township.

Siyabuswa Campus property, the property as mentioned in the Record of Intent will be transferred to the University of Mpumalanga.

6.2.2. ACQUISITION OF AND TRANSFER OF LAND

During 2018 the properties used by UMP were transferred from the Provincial Department of Public Works, Roads and Transport to the University of Mpumalanga. Registration took place in the Mpumalanga Deeds Office. The township registers were also opened during the transfer process in preparation for the promulgation of the township. The University now owns and has the title deeds to the properties referred to as the UMP Mbombela Campus Township, 228,6 ha in size as well as the 15,9 ha Portion 75 of the Farm Friedenheim JT 282.

6.3. SERVITUDE REGISTRATION

All the servitudes for the bulk services, emanating from the bulk water, bulk sewer and electrical projects, have been surveyed and servitude agreements and diagrams have been prepared, in consultation with the corresponding landowners. These agreements have been approved by the City of Mbombela and are currently being signed by all parties.

6.4. CAMPUS OVERVIEW

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. A new 5-year Implementation Plan was also developed to ensure the expansion of the University to 2023. The focus of the new 5-year plan is on the development of the first building projects on the Orchard Campus, upgrading and construction on the South Campus, and the development of further service infrastructure.

This strategy resulted in the envisaged completion of the Lower Campus by 2020. The last three buildings; Archive and Academic Building, ICT and Security Building, and the Lower Campus Gate House have started construction and will be completed by the end of 2020, ready for occupation for the 2021 Academic year.

The South Campus has received much attention, with planning for the first infrastructure services. Design and approval for the civil work have been concluded and tenders for the construction awarded to ensure construction starts in February 2020. The design for the development of an expanded Facilities and Infrastructure Management Building has also commenced to assist the Universities expanding operational support and facilities management teams.

The design and planning of the Hill and Orchard Campus have also progressed during 2019. The roads, electrical, water and sewer services have been completed by 60% and will be completed in the first quarter of 2020. Planning, design and approval for the 20MVA bulk electrical plant have been concluded, and a contractor appointed to commence work in early 2020.

During 2019, a number of important additions to the campus, to support the growing number of academic programmes and enrolment numbers were handed over for occupation. The buildings included;

- a. NBP0005 (L008): Hospitality and Tourism Building
- b. NBP0006 (L009): Multi-purpose Teaching Buildings
- c. NBP0008: Conference and Wellness Centre
- d. Lower Campus Public Space Improvements and Landscaping

A number of building projects were started in late 2018 and concluded during 2019, in time for occupation for the 2020 academic year.

- a. NBP0012: Science Research Block
- b. NBP0013: New Student Residence and Dining Facility

In 2019, a number of academic and university support projects have been initiated for construction during 2020.

- a. ICT and Security Building
- b. Archives and Academic Building
- c. Irrigation Laboratory
- d. Lower Campus Gatehouse and Public Transport Stop
- e. Student Pavilions

Towards the middle of 2019 a number of academic and university support projects have been initiated for implementation in 2020 and early 2021.

- a. Facilities and Infrastructure Management Building (former DARDLEA Renovation and expansion)
- b. Orchard Campus Great Hall and Multi-purpose Academic Buildings

6.4.1. INFRASTRUCTURE

In addition to the buildings the University embarked on and concluded the construction of the following key infrastructure services at Lower Campus;

- a. Electrical Infrastructure
- b. Civil Infrastructure
- c. Landscaping
- d. Parking

6.5. BUILDING AND INFRASTRUCTURE DEVELOPMENT

6.5.1. 2018 PROJECTS COMPLETED AND HANDED OVER IN 2019

In preparation for the Academic year 2019, UMP initiated a number of important additions to the campus to support the growing number of academic programmes and student enrolment numbers. Five substantial projects were completed by the start of 2019, and handed over to the University for use and occupation.

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 was an urgent addition to the academic programme, and greatly increases the capacity of the University to fulfil its mandate.

The building accommodates 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 acts both as a training facility for students as well as offer accommodation to visiting lecturers. The hotel also has a kitchen and a restaurant. Offices for lecturers and administrative staff have been accommodated on the upper floors.



Figure 1: Hospitality and Tourism Building - Teaching Kitchen



Figure 2: Hospitality and Tourism Building

Multi-purpose Teaching Building

This building is a large multi-purpose lecture venue and academic office building. It accommodates a variety of teaching and lecture venues to cater for the diversified 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 is stretched 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 spaces to each venue. The covered walkway links the existing administration offices and dining hall portion of the campus with the Hospitality and Tourism Building.

Staff Wellness and Conference Facility

The Mbombela Campus offered no staff recreation facility. The project is primarily a Conference and Wellness Centre incorporating dining amenities and a yoga room. Conference rooms are located on the ground floor of the

two-storey structure, to accommodate up to 150 people. The building will also compliment the adjacent Hospitality and Tourism Building.

The implementation strategy was for construction to start on this building after the completion of the Hospitality and Tourism Building in January 2018 and was handed over to the University on 1 May 2019.



Figure 3: Conference and Wellness Centre

6.6. LOWER CAMPUS PUBLIC SPACE IMPROVEMENTS AND LANDSCAPING

The directive to complete the Lower Campus by 2020/21 required the upgrade and implementation of the landscape areas and common/shared spaces. A variety of projects under this heading have been defined and were completed in 2019. The five projects comprise of the following;

1. The Amphitheatre next to the IOT building north of the existing Dining Hall.
2. The promenade and walkways linking the Multi-purpose Hall to the new Library.
3. Roads, parking, landscaping and walkways between the Multi-purpose Hall and the Science Block.
4. The Lower Campus gardens, dams, walkways and squares. This is the largest portion of the landscaping projects and was the focus outdoor space of the Lower Campus.



Figure 4: Lower Campus Landscaping

6.7. ACADEMIC YEAR 2019

In preparing for the 2019 Academic year three critical projects were initiated;

- Science Research Block
- New Student Residence
- Dining Facility

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 first Science Buildings (L006) that also houses laboratories. This first completed phase 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 February 2020.



Figure 5: Science Research Block



Figure 6: Science Laboratories

New Student Residence and Dining Facility

The Project objective was to develop a new central student Dining Hall and Student Residence (240 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 had become imperative. The building consists of an industrial kitchen and support facilities to ensure the proper operation of the dining hall.

The project also provides for 240 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 will be used by senior students, postgraduates, and even 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, and was completed in June 2019.



Figure 7: Student Residence and Dining Facility



Figure 8: Student Residence Courtyard



Figure 9: Student Residence

During 2019, a number of critical projects were initiated for completion in 2020 and 2021.

ICT and Security Building

The ICT and Security Building is located along the internal street on the Lower Campus, south of the Science Laboratories. The proposed Building will provide the main Server and ICT Facilities for the UMP Campus. The location places it at a central point on the UMP Campus, between the Lower Campus and Orchards Campus. Included within the programme are offices, and observation rooms for Campus security.

The Ground floor function of the building will be to accommodate the server room and accompanying technical office. It will also include the office for the service manager and offices for various members of ICT staff, as well as office support facilities, such as meeting rooms. A variety of standard office spaces will be accommodated in the building. This will include small, medium and large offices, open plan offices, meeting rooms of various sizes, and a boardroom. The building is also to include the standard facilities required for office support, such as reception area, kitchenettes and ablution facilities. The first floor of the building houses the campus security facilities, which includes the main surveillance room and the campus control office. There will also be a number of supporting facilities, including offices for the security officers and staff, interview rooms and meeting rooms. The Security Staff Facilities will also contain rest rooms, an ablution facility and change rooms.

The design started in June 2018 and the procurement of contractors was concluded in September 2019. Construction will commence in 2020 with a targeted completion date of February 2021.

Archive and Academic Building

The Archive and Academic Building is located on the east side of the Lower Campus, between the Conference and Wellness Facility and the Administration Block.

The proposed building will provide the main Archive Facilities for the UMP Campus. The main function of the building will be to accommodate the various facilities and amenities related to archiving within the University and to provide space to be used as lecture halls and office space for the Dean of the Faculty of Economics, Development and Business Sciences.

The core of the building will house the double volume, open plan archive area. Surrounding the open plan archives will be the archives processing room, reference and research facilities, printing and computer facilities and technical

workrooms. A loading area to the side of the building is also required. A foyer and exhibition space will provide access to the facility, and enable exhibitions and presentations of the archive work as required. The upper floors will contain the offices and admin area. This will include various size offices, meeting rooms and boardrooms.

The design process for the building started in June 2018, with completion targeted for end of 2020.

Irrigation Laboratory

The Irrigation Laboratory is located on the South Campus, west of the current Infrastructure and Facilities Management Building. Its location is also supported by the Spatial Development Framework plan to accommodate the Campus Nursery next to the Irrigation Laboratory, the Orchards Campus, south of the substation and internal street.

The proposed Facility will function as an Irrigation Laboratory, which is associated with the facilities provided by the Science Laboratories on the Lower Campus. The main portion of the facility will comprise of a 75mx25m irrigation slab platform to fall, accompanied by a pump house. There will be an irrigation workshop located adjacent to the irrigation slab. This workshop will comprise of a pump sump, drainage channels and other equipment necessary for the function of the laboratory. The facility is also to include a wet store and dry store.

The design process for the building started in June 2018, with completion targeted for end of 2020.

Lower Campus Gatehouse and Public Transport Stop and Drop-off

The existing entrance gate to the Lower Campus is wholly inadequate and needs to be reconstructed. The current configuration only allows for single vehicular access and egress. The area outside the campus gate along the D725 is the drop-off and loading area for most of the students using public transport. A large number of students (>200) wait outside the gate, with no amenities or shelter.

The project plan is to increase the vehicular capacity of the gate, add appropriate spaces for guards and security officers, provide for an information desk to deal with queries at the entrance to the University, provide shelters and waiting areas for students. On the southern side of the D725 opposite the current entrance, a public and private transport stop and drop-off is also planned.

The project design started in October 2018, and is due for implementation in mid-2020, and completion in early 2021.

6.8. STUDENT PAVILIONS

To improve student life and encourage exchange among students, a series of pavilions are introduced at strategic locations on the Lower Campus. These proposed structures, located throughout the accommodated student pause spaces, under a memorable shelter, providing for seating, information boards, water-points and Wi-Fi connectivity. Three pavilions are to be constructed in the first phase of their implementation.



Figure 10: Student Pavilion

Towards the middle of 2019 a number of academic and university support projects have been initiated for implementation in 2020 and early 2021.

Infrastructure and Operations Building

The South Campus has received much attention in 2019, with planning for the first infrastructure services and expansion of the facilities and infrastructure management capacity of the University. To achieve this the design for the development of an expanded Infrastructure and Operations Building has commenced towards the end of 2019. This involves the renovation and expansion of the former DARDLEA buildings.

The project consists of two separate structures;

- The first will house a number of shared offices, meeting and seminar spaces for the Facilities Management and Infrastructure Units of the University.
- The second, most southern structure will be a renovation and expansion of the existing shed to house facilities and operations support staff, the maintenance equipment and storage.

6.9. ORCHARD CAMPUS GREAT HALL AND MULTI-PURPOSE ACADEMIC BUILDINGS

The construction of civil engineering services on the Hill and Orchards Campuses has been a key focus during 2019 and is targeted to be completed in mid-2020. The provision of roads, water and electrical services to this part of the University campus, enables and ensures the future expansion of the campus. The planning of the first buildings for this campus becomes critical.

The first phase of buildings involves the development of a University Great Hall and two multi-purpose academic buildings that will be constructed on the Orchard Campus. This group of buildings will constitute the catalyst and heart of the new expansion.

The Great Hall will provide for over 1250 seats in order to accommodate graduations, multiple types of performances and celebrations. The building is positioned on the slope leading in to the existing orchards and will overlook the whole of the Hill and Orchard campus. A central square and lawn will flow from the watercourse all the way up to the steps leading to the Great Hall. The processional celebrations at the University will be emphasised in the design.

The two multi-purpose academic buildings will accommodate a large variety of academic spaces, exam venues, seminar spaces, libraries, study spaces and offices. The two buildings will enhance the focus of the Great Hall on the central square and lawn.

NBP0023 Section-perspective highlighting the use of the most southern structure of the Facilities and Infrastructure Management Building.

6.10. BULK AND SITE INFRASTRUCTURE

6.10.1. CIVIL ENGINEERING INFRASTRUCTURE

The objective of the development of Site Civil Engineering Infrastructure is to ensure that the facilities provided for 2020 and future student intake will have the necessary civil engineering infrastructure to function effectively.

6.10.2. HILL AND ORCHARD CAMPUS

The infrastructure projects throughout the Lower Campus have been completed. The focus during 2019 was the establishment of civil infrastructure on the Hill and Orchard campuses. The infrastructure will provide services to all future stands and facilities on these two campuses, including:

1. Roads – linkage between the Lower Campus and the Hill/Orchard campus as well as an additional access to the D725 municipal Road
2. Water networks – Connections to the new 3,2MI reservoir
3. Irrigation networks – connected to the Boschrand pump station
4. Sewer reticulation – gravity networks connected to the new Bulk Sewer Pump station
5. Storm water networks – effective drainage towards the water course
6. Data ducts and electrical sleeves – allow for future services and road crossings

6.10.3. BOSCHRAND DAM AND WATER COURSE UPGRADE

The Boschrand was upgraded following a Dam Safety Inspection. The dam spillway was improved, and the crest of the dam was raised to accommodate the 1 in 100-year flood. Three small attenuation dams were constructed along the watercourse which separate the Hill and the Orchard campuses. A link road to cross the watercourse was constructed and two pedestrian crossings will allow future crossing of the water course by students.

The University also developed an operation/maintenance manual and emergency preparedness plans for all water retaining structures on the campus.

6.10.4. SOUTH CAMPUS

Planning, design and procurement of a Contractor to implement the civil infrastructure on the South Campus, including roads, water, sewer, irrigation, storm water and ducting and sleeves. These Civil infrastructure improvements will make provision for access to the new Public Transport Stop and Drop-off and an access road to the D725 to form an intersection with the existing access to the Lower Campus.

6.10.5. ELECTRICAL RETICULATION

The Medium Voltage (MV) electrical reticulation network complete with miniature substations on the Lower Campus was completed during 2017 and 2018. The focus during 2019 was to install an MV network, Switching Station buildings, and MV Switchgear on the Hill and Orchard campuses.

6.10.6. MV BACK BONE AND SITE RETICULATION ON HILL/ORCHARD CAMPUS

During 2017, the Eskom supply to the Mbombela Campus was replaced with 11kV supply cables installed from the existing City of Mbombela 132/11kV Nelsriver substation to the UMP metering and switching station next to the D725 and from there to the Lower Campus switching station.

During 2019, the 11kV MV cable linked the existing switching stations with two new switching stations on the Hill and the Orchard campuses to complete the 11KV MV backbone ring network which connect the Lower and Hill/Orchard campuses. 11kV site reticulation cables were also installed from the new switching stations to supply seven new 11000/400V miniature substations on the Hill and Orchard campuses to allow for future buildings and facilities.

6.10.7. MV SITE RETICULATION ON SOUTH CAMPUS

The South Campus is currently supplied with electricity through several Eskom connections. The planning and design of the South Campus MV reticulation were done during 2019 to plan termination of the Eskom supply and to supply the South Campus via an underground 11kV ring network from the existing switch station situated at the Lower Campus.

6.10.8. SERVICES CHILLER PLANT AND BUILDING

The centralized air conditioning system on the Lower Campus will be extended to allow for air-conditioning on the newly planned Archive and Academic building, which will be constructed during 2020. This air conditioning consist of Cooling Type Chillers, air handling units and insulated reticulation between the building and the Chiller plant.

6.11. BULK INFRASTRUCTURE

6.11.1. D725 UPGRADE AND R40 INTERSECTION UPGRADING

Following in principle approval between UMP, the Mbombela Municipality and Mpumalanga Provincial Public Works, the implementation of the intersection and the upgrade of the D725 will be the sole responsibility of the municipality. The agreement stipulates that UMP will contribute its bulk services contribution 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 overseeing the construction of the D725 road which commenced in 2018. Although completion was targeted for the end of 2019, it is foreseen that the upgrades will only be completed during 2020. The upgrade of the R40/D725 intersection does not form part of current road improvements due to budget constraints.

6.11.2. BULK WATER AND SEWER INFRASTRUCTURE

Based on a Services Agreement between the UMP and the Mbombela Local Municipality (MLM), the water and sewer infrastructure components are being implemented by the UMP. The new bulk water and sewer infrastructure was designed and implemented in collaboration with the municipality's concessionaire, Silulumanzi Sembcorp. These two projects form part of Mbombela's regional bulk water and sewer network and expenses to the project form part of the University's bulk contribution to Mbombela Local Municipality.

The bulk water infrastructure implemented by the University comprises a pressurized water pipeline and regional 3,1 MI concrete bulk water storage reservoir. The sewer system comprises an outfall sewer line (gravity and pump line) and two pump stations (located on the Hill/Orchard campus and on the property of the Agricultural Research Council. The construction of the pipeline and the reservoir reached completion in the beginning 2018.

Handover of both projects to the Municipality have been done and was formalised by a letter from the Vice-Chancellor to the Municipal Manager. Silulumanzi is contractually responsible to manage and operate both regional schemes.

6.11.3. BULK ELECTRICAL INFRASTRUCTURE

Based on a Services Agreement between the UMP and the Mbombela Local Municipality (MLM), the future requirements for electricity will be implemented by the UMP. The Nels River Substation will have sufficient excess capacity to supply the demand for electricity on the Mbombela Campus until 2021.

It was agreed with the Mbombela Local Municipality that the existing Nels River substation site would be extended to accommodate an additional 20 MVA substation to address the University's need for electricity beyond 2021.

Planning, design and procuring the services of a specialist Contractor for the proposed 20 MVA substation has been completed during 2019. This proposal is in line with the MLM's master plan for bulk electrical supply. Environmental assessments have also been concluded for the location of the future 20MVA substation and an ROD for the Environmental Authorization has been granted. It is foreseen that the construction of this substation will be completed by the end of July 2021.

Mbombela Municipality has confirmed that they will act as the future bulk electrical authority. The implementation of this project will be done in lieu of payment of bulk services contribution by the University.

7. SENATE REPORT TO COUNCIL

7.1. INTRODUCTION

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

7.2. HIGHER EDUCATION SECTOR MATTERS

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

7.3. SENATE MEMBERSHIP AND ATTENDANCE

TABLE 13: MEMBERSHIP OF SENATE AND ATTENDANCE

Name	Designation	Attendance
Prof T V Mayekiso	Chairperson and Vice-Chancellor	100%
Prof R Bernard *	DVC: Academic	67%
Prof R Howard*	DVC: Planning & Institutional Support	33%
Dr P Maminza	Dean of Students	100%
Mr S Legodi	Registrar	100%
Ms N Shongwe	Deputy Registrar	75%
Prof P Lukhele-Olorunju	Director: Research Management	100%
Dr J Ndoro	Academic Staff Representative	50%
Dr H Khwidzhili	Academic Staff Representative	25%
Prof M Mbewe	Dean Faculty of Agriculture and Natural Sciences	75%
Prof E Boshoff	HoS: Development Studies and Hospitality	25%
Dr I Agholor	Programme Leader: Bachelor of Agriculture	100%
Dr O Mhlanga	Programme Leader: Hospitality Management	50%
Mr C Mashabane	SRC Member	75%
Mr S Nyerenda	SRC Member	25%
Ms MC Ledwaba	Council Appointee	100%
Prof D Parker	HoS: Biology and Environmental Sciences	50%
Prof T Ngqondi	HoS: Computing and Mathematical Sciences	75%
Dr E Tshikwatamba **	Campus Director: Siyabuswa Campus	33%
Dr T Madzivhandila	Programme Leader: Development Studies	75%
Mr L Ganyani	Programme Leader: BSc (Agriculture)	100%
Ms Z Mathe	Director: Library and Information Services	50%
Dr S Machingambi	Senior Academic Development Professional	25%
Prof P Siyongwana	Associate Professor: Geography	100%
Mr J Seema	Programme Leader: Diploma in Agriculture	75%
Mr M Nkosi	Council Appointee	75%
Dr N Maqubela	Programme Leader: Bachelor of Arts	25%
Prof F Kutu	HoS: Agricultural Sciences	50%
Prof A Maredza	Programme Leader: B Com	100%
Prof T Mwabvu	Associate Professor: Biology	50%
Dr N Zhakata	Programme Leader: Diploma in ICT	75%

Dr J Masalesa	Programme Leader: B Ed Foundation Phase Teaching	25%
Prof V Mlambo	Professor: Agriculture	50%
Dr M Bembe	Academic Staff Representative	100%
Mr J Vele	Chief Information Officer	75%
Dr M Ndlovu	Acting Programme Leader: Diploma in Nature Conservation	75%
Dr F Niyimbanira	Academic Staff Representative	100%
Dr W Chingombe	Senior Lecture: Physical Geography	100%
Dr W Mbeng	Acting Programme Leader: BSc	100%
Prof H Israel	Dean: Faculty of Education	100%
Dr G O'Brien **	Acting Programme Leader: Advanced Diploma in Nature Conservation	100%
Mr M Makgaleng**	Academic Staff Representative: Siyabuswa Campus	100%
Average attendance	129	70%

**Term of office ended on 30 September 2019.*

*** Term of office started on 01 November 2019*

Senate held four ordinary meetings in 2019 as follows:

25 March
06 June
04 September
01 November

7.4. THE EXECUTIVE COMMITTEE OF SENATE (ECS)

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

TABLE 14: MEMBERSHIP AND ATTENDANCE OF THE EXECUTIVE COMMITTEE OF SENATE

Name	Designation	Attendance
Prof TV Mayekiso	Chairperson and Vice-Chancellor	100%
Prof R Bernard *	DVC: Academic	67%
Prof R Howard*	DVC: Planning & Institutional Support	33%
Mr S Legodi	Registrar	75%
Prof T Ngqondi	HoS: Computing and Mathematical Sciences	75%
Prof M Mbewe	Dean Faculty of Agriculture and Natural Sciences	75%
Prof E Boshoff	HoS: Development Studies and Hospitality	100%
Prof H Israel **	Dean: Faculty of Education	0%
Dr E Tshikwatamba	Campus Director: Siyabuswa Campus	100%
Average attendance		77%

*Term of office ended on 30 September 2019

** Term of Office started on 01 August 2019

Four meetings of the ECS were held in 2019 as follows:

19 February
29 May
04 August
17 October

7.5. JOINT COMMITTEE OF COUNCIL AND SENATE

- Honorary Degrees Committee (HDC)

The Honorary Degrees Committee did not meet in 2019 as there was no business for it to consider.

7.6. JOINT COMMITTEES OF SENATE AND MANCO

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

7.7. ACADEMIC PLANNING AND DEVELOPMENT OF THE PROGRAMME QUALIFICATION MIX

Throughout 2019, the University continued to concentrate on development of the Programme Qualification Mix (PQM) and accreditation of new programmes. Development of the PQM was guided by the Strategic Plan with a focus on introducing new qualifications at a different exit level, in fields in which are active and new qualifications in new fields. In 2019, the University received PQM clearance from the Department of Higher Education and Training for five new programmes and accreditation from the Council for Higher Education for six new programmes. The newly accredited programmes, which will be launched in 2020, include the following:

- Diploma in Animal Production
- Advanced Diploma in Information Communication Technology
- Bachelor of Science in Environmental Sciences
- Bachelor of Administration
- Master of Development Studies
- Master of Science in Agriculture

At the end of 2019, and for the start of the 2020 academic year, the PQM for the University is as follows:

- **Diplomas: 5**

- Diploma in Agriculture
- Diploma in Animal Production
- Diploma in Information Communication Technology in Applications Development
- Diploma in Nature Conservation
- Diploma in Hospitality Management

- **Advanced Diplomas: 6**

- Advanced Diploma in Agriculture in Agricultural Extension
- Advanced Diploma in Agriculture in Agricultural Production Management
- Advanced Diploma in Agriculture in Post-Harvest Technology
- Advanced Diploma in Agriculture in Nature Conservation
- Advanced Diploma in Agriculture in ICT
- Advanced Diploma in Agriculture in Hospitality Management

- **Bachelor's Degrees: 9**

- Bachelor of Education in Foundation Phase Teaching
- Bachelor of Agriculture in Agricultural Extension and Rural Resource Management
- Bachelor of Science in Agriculture
- Bachelor of Science
- Bachelor of Science in Environmental Science

Bachelor of Arts
Bachelor of Development Studies
Bachelor of Commerce
Bachelor of Administration

• **Honours Degrees: 2**

Bachelor of Agriculture Honours in Agricultural Extension and Rural Resource Management
Bachelor of Development Studies Honours

• **Master's Degrees: 4**

Master of Agriculture in Agricultural Extension
Master of Development Studies
Master of Education
Master of Science in Agriculture

Programme development in new fields in 2019 included Law, Forestry and Event Management, and the University will submit applications for PQM clearance for an LLB, BSc (Forestry) and for a Higher certificate in Event Management in early 2020. The Higher Certificate in Event Management is particularly significant since it will be the first Higher certificate at the University. Curriculum development, for submission of new programmes to the CHE, focused mainly on new qualifications at a higher level in fields in which the University is already active. These included Postgraduate Diplomas in Nature Conservation and Hospitality Management which were submitted to the CHE in 2019, and a Postgraduate Diploma in ICT, and Honours degrees in Economics, English, Sociology, Psychology, Industrial Psychology siSwati and Geography which will be submitted to the CHE in early 2020.

The goal of the University is to ensure that its PQM allows for multiple entry levels and supports articulation and progression between qualifications.

The Size and Shape of the University at the end of 2019 is summarized in the Table on the following page.

TABLE 15: SIZE AND SHAPE OF THE UNIVERSITY

Field of Study	Students as a percentage of the total
Science, Engineering and Technology	57.6%
Business/ Management	21.3%
Education	11.9%
Other Humanities	9.2%
Total	100%
Academic Level	
Undergraduate (NQF levels 5-7)	98.8%
• Diploma (NQF level 6)	41.0%
• Advanced Diploma (NQF level 7)	2.2%
• Bachelor's Degree (NQF level 7)	55.6%
Postgraduate (NQF level 8 & 9)	1.2%

The University completed its Enrolment Plan (2020- 2025) and after approval by Council in March 2019, it was submitted on schedule to the Department of Higher Education and Technology. An initial discussion was held with the Department in December 2019 and further discussions are expected in early 2020. The enrolment plan will see the University grow to a total size of 8940 students with 7874 undergraduates and 1066 postgraduate students.

7.8. TEACHING AND LEARNING POLICY FRAMEWORK

The Policy Framework for Teaching and Learning was completed in 2018 and no new policies were introduced in 2019. The University continued to discuss the policy framework with new academic staff to ensure that all staff are familiar with the policies.

Most of the teaching and learning policies include an aspect of quality assurance and in 2018, the University completed a Quality Assurance Manual for Teaching and Learning. In 2019, a review of adherence to the quality assurance processes was undertaken and going forwards, at the start of each new year, the Deans will report to Senate on quality assurance of teaching and learning in their faculties.

7.9. UNIVERSITY CAPACITY DEVELOPMENT PLAN AND GRANT

The University Capacity Development Plan (UCDP), which is funded by the

University from its core grant via the University Capacity Development Grant (UCDG), was launched in 2018. The primary goal of the UCDP is to support the achievement of the academic project and the UCDP focusses on development of staff for teaching and for research, and development of students. The UCDP includes three interlinked projects being:

- UMP Staff Development: Transforming Teaching, Learning and Research: towards enhanced quality, success and equity;
- Bridging the gap between school and university; and
- Curriculum Renewal and Transformation: Transforming Teaching, Learning and Research: Towards Enhanced Quality, Success and Equity.

In 2019, each project made substantial progress. In the staff development project, the University successfully held a number of workshops in research and in teaching and learning. Four staff members graduated with a doctoral degree and 10 staff members completed a Postgraduate qualification in teaching and learning in higher education. In the second project, we once again held a successful Orientation Week on both campuses and made progress in developing and establishing a First-Year experience at UMP. The third project, which focusses on the curriculum, provided training on the uses of technology in teaching and learning and on Africanization of the curriculum.

A highlight of the year was the visit by Professor Molefi Asante from Temple University in the USA who ran workshops with staff and provided a public lecture on Afrocentricity.



Prof M Mbewe, Prof Molefi Asante, Prof T Mayekiso, Mr S Legodi and Prof R Bernard

7.10. ADMISSIONS

During 2018, we had eight new qualifications accredited bringing the total number of qualifications for 2019 to 20. This total includes four diplomas, five advanced diplomas, seven bachelor's degrees, two Honours degrees and two Master's degrees. Of these qualifications, 12 are in Science, Engineering and Technology, three are in Business and Management, two are in Education, and three are in the Humanities.

The total enrolment at UMP increased from 2492 in 2018 to 3466 in 2019, an increase of 39%. The number of students in each of the qualifications is shown in the table below:

TABLE 16: ENROLMENT STATISTICS

Programmes	2019				
	1st	2nd	3rd	4th	Total
Diploma in Agriculture	289	277	180	/	746
Diploma in ICT	137	68	46	/	251
Diploma in Nature Conservation	139	82	26	/	237
Diploma in Hospitality Management	119	39	30	/	188
Bachelor of Agriculture	59	47	39	/	145
Bachelor of Science	108	0	0	/	108
Bachelor of Science in Agriculture	172	139	80	32	424
Bachelor of Arts	230	87	0	/	317
Bachelor of Commerce	72	37	0	/	109
Bachelor of Development Studies	199	115	101	/	415
Bachelor of Education in FPT	110	109	99	95	413
Advanced Diploma in Agriculture in Agricultural Production Management	17	/	/	/	17
Advanced Diploma in Agriculture in Agricultural Extension	28	/	/	/	28
Advanced Diploma in Agriculture in Post-Harvest Technology	14	/	/	/	14
Advanced Diploma in Nature Conservation	9	/	/	/	9
Advanced Diploma in Hospitality Management	7	/	/	/	7
Bachelor of Agriculture Honours	18	/	/	/	18
Bachelor of Development Studies Honours	20	/	/	/	20
Master of Agriculture in Extension	1	/	/	/	1
Master of Education in Early Childhood Education	0	/	/	/	0

The number of students in each major field of study and qualification type is shown in the table below.

TABLE 17: ENROLMENT BY MAJOR FIELD OF STUDY AND QUALIFICATION TYPE

Programmes	2019				
	SET	Business & Management	Education	Humanities	Total
Diplomas	1234	188	0	0	1422
Degrees	676	524	413	317	1930
Advanced Diplomas	68	7	0	0	75
Honours	18	0	0	20	38
Masters	1				1
Headcount Total	1997	719	413	337	3466

TABLE 18: DISTRIBUTION OF STUDENTS BY GENDER AND RACE

Category	Number	Percentage
Total student number	3466	100%
By Race		
African	3454	99.65%
Coloured	7	0.20%
Indian	2	0.06%
White	3	0.09%
By Gender		
Female	2071	60.0%
Male	1395	40.0%

7.11. ANALYSIS OF STUDENT ACADEMIC PERFORMANCE IN 2019

The academic performance of students during 2019 was generally good and the pass rate was slightly higher than in the preceding year. As usual, the performance of students in the June and November examinations varied between programmes and between modules within a programme.

The results are summarised in the table below which shows the number of modules where the pass rate was 100%, 85-99%, 50-84% and 20-49%. The University target pass rate is 85%.

TABLE 19: PASS RATE

Pass rate per module	2018		2019	
	Number of modules	Percentage	Number of modules	Percentage
100%	34	13.0%	60	16.8%
85-99%	128	48.9%	154	43.3%
50-84%	90	34.4%	130	36.5%
20-49%	10	3.7%	12	3.4%
Total number of modules examined	262		356	
Average % pass		86%		87.8%

7.12. ACADEMIC STAFFING

In 2019, the University employed 125 full time academic staff. In January 2019, four nGAP Lecturers joined the University bringing our total to 13. In December 2019, the University submitted an application for five positions in the latest round of nGAP appointments and these have recently been approved.

The percentage of full-time academic staff with Doctorates increased from 39% in 2018 to 43,2% in 2019 and we expect this upward trend to continue as our staff complete their doctorates and as we appoint new staff with a doctorate. Four staff members graduated with a doctorate in 2019. The percentage of female academic staff with doctorate degrees is 42.6, and that for male staff is very slightly higher at 43.6%.

TABLE 20: ACADEMIC STAFF QUALIFICATIONS

Highest qualification	Number	Gender	
		Female	Male
PhD	54	23 (42.6%)	31 (43.6%)
Master's	45	25	20
Honours	10	4	6
Bachelor's Degree	10	1	9
Advanced Diploma	1		1
Diploma	5	1	4
Total	125	54	71

7.13. AWARDS FOR EXCELLENCE IN TEACHING AND LEARNING

In 2019, the University made its first awards to recognize staff who had excelled in teaching and learning during the previous year. This is in line with the University policy for the recognition of outstanding contributions to teaching and learning at UMP. The policy allows for awards to emerging academics, to established academics and to teams. In 2019, awards were made to Dr Woudi von Solms and Dr Liaan Minnie in the category of Faculty Emerging Teacher of the Year. Both award winners were recognised for their leading contribution in the application of a diverse range of teaching strategies, including the use of technology to support teaching and learning, and their willingness to assist their colleagues with the use of technology and blended learning.



Dr Liaan Minnie recipient of the Faculty Emerging Teacher of the Year Award

7.14. GRADUATION CEREMONY

The University held its fourth graduation ceremony on 11 May 2019 at the Multi-Purpose Hall on the Mbombela Campus. 408 students graduated with degrees, diplomas and advanced diplomas. This group included our first graduates from the Diploma in Nature Conservation, Bachelor of Development Studies and Advanced Diploma in Hospitality Management. There was a 60% increase in the number of graduating students from 2018 and 58% of the graduating students were female.



Graduation Ceremony

7.15. ACADEMIC SUPPORT AND STAFF DEVELOPMENT

The programme of academic support for staff continued through 2019 with workshops that focused on teaching and learning in higher education, the use of ICTs in teaching and learning, curriculum development and assessment and the management and assessment of workplace-based learning. These workshops were offered on both campuses.

The University continued to encourage staff to enroll for postgraduate studies in higher education and 14 staff were registered at Rhodes University for the PGDHE and four staff were registered for the Higher Certificate in Vocational Teaching offered by Tshwane University of Technology and Haaga-Helia University in Finland. During 2019 7 staff completed the PGDHE and four staff completed the Higher Certificate.

Dr Mduduzi Ndlovu was selected to participate in the Future Professors Programme by DHET.

Ms Lungile Tshitshi obtained her Masters' degree in Microbiology from the University of the North West. Four staff members obtained their Doctoral degrees during this reporting period: Dr Woudi von Solms graduated with a Tourism Degree from the University of the North West ; Dr Norwell Zhakata obtained an Informatics degree from the University of Pretoria; Dr Humphrey Khwidzhili obtained his doctoral degree in Agricultural Extension and Rural Management from the University of KwaZulu Natal and; Dr Kelly Steinke graduated with a doctoral degree in English from University of North West.

7.16. RECOGNITION OF ACADEMIC EXCELLENCE

The third Academic Excellence Awards Ceremony was held on 10 May 2019 and was attended by members of Council, Senate, Stakeholders, University staff and family and friends of the award winners.

The following awards were made:

First Year Undergraduate Diploma and Degree

Degree: Ms N Mngometulu - Bachelor of Commerce

Diploma: Mr S Mazibuko - Diploma in Information Communication Technology

Initial First Diploma

Ms ND Nkosi - Diploma in Nature Conservation

Mr T S Xaba - Diploma in Hospitality Management

First Degree

Ms D Hadebe - Bachelor of Education

Ms HP Zulu - Bachelor of Development Studies

Mr MB Mahlalela - Bachelor of Agriculture in Agricultural Extension and Rural Resource Management

Advanced Diploma Award

Mr E Mkhabela - Advanced Diploma in Hospitality Management

HL Hall and Sons Gold Medal Awards

Mr MB Mahlalela - Bachelor of Agriculture in Agricultural Extension and Rural Resources Management

Mr B Sedibe - Diploma in Agriculture

SANLAM Award for Academic Excellence in Nature Conservation

Ms ND Nkosi - Diploma in Nature Conservation

Robert Gumede & Gijima ICT Excellence Award

Ms MP Leutle - Diploma in IOT in Applications Development

Vice-Chancellor's Awards

Best First Diploma Student - Mr TS Xaba

Best First Degree Student - Ms HP Zulu



Vice-Chancellor Award: Best First Degree Awarded to Ms HP Zulu



Recipient of the HL Hall and Sons Gold Medal Award – Mr MB Mahlalela

In addition, 38 first time recipients of the Vice-Chancellor Scholarship were awarded certificates as a symbol of being recipients of this prestigious scholarship.



Vice-Chancellor Scholarship recipients

7.17. STUDENT ACADEMIC DEVELOPMENT

A full and vibrant Orientation week was held on both campuses in February and student feedback indicates that it is serving its purpose which is to start the process of bridging the gap between school and university. Orientation week is the first week of the First Year Experience (FYE) in which workshops, seminars and discussions continued throughout the year to help the students adapt to university life and meet academic expectations. A full programme of activities took place on each campus in 2019.

7.18. RESEARCH AND KNOWLEDGE GENERATION

The second goal under Research and Knowledge generation was prioritized in 2019 and research capacity development and productivity was the focus of this reporting year. 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 publish their research work.

Three research policies that had been developed in 2016 to promote the research culture and increase productivity were reviewed in 2019 for implementation in 2020. These include the Conference attendance Policy; the Policy on Research Support and the Post-doctoral and Research Fellowship Policy.

Two Workshops were held to introduce the Institutional Research Themes (IRT) to new academics and for the IRT Leaders to provide an update on progress thus far and the challenges encountered.

7.19. RESEARCH TRAINING AND DEVELOPMENT

Financial support for our postgraduate students (Honours in Agricultural Extension and Honours in Development studies) was sourced from the NRF and 10 Honours students received bursaries from the NRF. Other postgraduate studies (Master's, Doctoral and Post-doctoral Fellowships) were financed through national and international organizations linked to the NRF, DST and DHET.

Dr Inam Yekwayo was a visiting Scholar at Harvard University in the Center for African Studies from February to May 2019. She was also awarded an NRF Competitive Support for Unrated Researchers Grant for 2019 to 2021. Ms Ayanda Shabalala received an NRF-FRF Doctoral Sabbatical Grant in 2019 to complete her PhD at the University of Johannesburg.

Postgraduate students and staff members were mentored in the areas of research proposal and journal article writing by distinguished Professors from various South African universities. Staff members were given the opportunity to engage with their postgraduate supervisors and mentors through the UMP Staff Mobility Fund.

The LaTFURE Project held a training workshop on the Dual Education System in Higher Education, at UMP, for staff and students in the Schools of Hospitality and Tourism Management, and Agricultural Science. The five day training was also attended by staff of our partner university in Mozambique (Universidade Eduardo Mondlane) which is also part of the LaTFURE Consortium. Other successful workshops and training in 2019 include:

- Developing the Publishing Capability of Early Career Researchers;
- Research Methods, Methodology and Data Analyses;
- Postgraduate Supervision;
- Research Ethics;
- Writing Retreats;
- Research Policies, Processes and Procedures Workshop for New Academic Staff; and
- UMP/ARC Workshop.



LaTFURE Training workshop

7.20. RESEARCH EXCELLENCE AWARDS

The University has implemented a research excellence award system to promote, recognise and reward research. In 2019, Professor Thoko Mayekiso, UMP Vice-Chancellor, received a Research Excellence Award for achieving an NRF C3 rating for the period 2019-2024. The previous rating was from 2013-2018.



Prof T Mayekiso, recipient of the Research Excellence Award

7.21. NRF EVALUATION AND RATING OF RESEARCHERS

Research excellence in South Africa is measured through not only research output but also the rating of the scientists. Four UMP researchers who submitted for evaluation and rating in 2018 and 2019 received positive results. Professor Thoko Mayekiso submitted for evaluation in 2018 and was re-rated in 2019 for another 5 years. Drs Mduduzi Ndlovu, Gordon O'Brien and Julia Giddy applied for rating in 2019 and were successful. The number of rated researchers has increased from five to seven.

TABLE 21: RATED RESEARCHERS

Name	Rating	Period
Dr J Giddy	Y2	2020-2025
Prof T Mayekiso	C3 (Re-rating)	2019-2024
Prof V Mlambo	C3	2015- 2020
Prof D Parker	C3	2017-2022
Dr T Mwabvu	C2	2018-2023
Dr M Ndlovu	C2	2020-2025
Dr G O'Brien	C2	2020-2025

UMP appreciates the continued support received from NRF for research projects, Postgraduate student support, internships and international collaborations in 2019. Professors Thoko Mayekiso, Tarombera Mwabvu, Drs Wilfred Otang-Mbeng, Gordon O'Brien, Inam Yekwayo, Mduduzi Ndlovu and Ms Ayanda Shabalala received NRF funding for their research projects. Other recipients of NRF funding under the Knowledge Interchange and Collaboration Programme were Drs Liaan Minnie and I Agholor. UMP Post-doctoral Fellows, nGAP scholars, and Honours students received Research Funding from the NRF and the University was also allocated five NRF interns for the 2019 financial year.

7.22. RESOURCE MOBILIZATION

The UMP received grants from the NRF/ DST, NRF/FRF, NRF/NSFAS, NEMISA, Oak Foundation, WIOMSA, WRC, LaTFURE and FH Joanneum University to the value of R5,721,756.12 for research purposes, student bursaries, CoLab establishment, Research Fellow support and collaboration with partners. Three nGAP scholars received NRF funding for their research projects. Ten of our Postgraduate students received the NRF/NSFAS funding and one Postdoctoral Fellow was part funded by the NRF and UMP. The UMP is part of an Erasmus+ consortium on Learning and Teaching Tool Fueling University Relations with the Economy (LaTFURE). The LaTFURE Project Agreement signed by all consortium members in June 2017 was extended by one year and it will end in 2020. Reports on LaTFURE activities for 2019 were submitted as per the consortium agreement documents. The Steering Committee meeting was held in March 2019 in Tampere, Finland, and a training session on Dual Studies was conducted by staff of FH Joanneum University at the Mbombela Campus of UMP as part of the agreement. UMP, UEM staff and UMP students attended the Training. UMP received an allocation of R132,000.00 from the LaTFURE Programme.

7.23. RESEARCH OUTPUTS

The University of Mpumalanga has improved on its Research Outputs which have grown from 0.5 units in 2015; to 16.77 units in 2016; 24.87 units in 2017 and 49.33 units in 2018. The University has submitted 83.8 units in 2019 from journal articles, conference proceedings and book chapters. The Department of Higher Education and Training, in their 2018 Research Annual Report, recognised the good progress that UMP has made in the production of research outputs. The ratio of research outputs to academic staff in 2019 was 0.40:1 and the ratio of outputs to academic staff with a doctorate was 0.91:1. The University target is 1 output per staff member.

7.24. POSTDOCTORAL AND RESEARCH FELLOWSHIPS

During 2019, UMP hosted a Senior Research Fellow and two Postdoctoral Fellowships in the Faculty of Agriculture and Natural Sciences.

- Dr Jonas Idowu Sagbo, Postdoctoral Fellow funded by NRF and UMP and mentored by Dr W Otang-Mbeng.
- Dr Helen Mauwa, Postdoctoral Fellow funded by UMP and mentored by Prof T Ngqondi.
- Dr DM Cawthorn, Senior Research Fellow funded by Oak Foundation and mentored by Prof D Parker.
- Dr R. Welch, Postdoctoral Fellow funded by UMP and mentored by Prof D Parker.
- Dr C. Marneweck, Postdoctoral Fellow funded by UMP and mentored by Prof D Parker.
- Dr Ebenezer Gbenga Olamide, Postdoctoral Fellow funded by UMP and mentored by Prof A. Maredza.

7.25. PARTNERSHIPS

As an engaged institution UMP places emphasis on partnerships as enablers towards the achievement of UMP Vision. Memoranda of understanding were signed with the following national and international organisations in 2019:

National Partnerships

- Agricultural Research Council on 19 February 2019.
- Mpumalanga Department of Agricultural Rural Development, Land and Environmental Affairs on 18 February 2019.
- Nelson Mandela University and Lapalala Wilderness on 26 February 2019.
- University of Johannesburg on 20 March 2019.
- Grand Polytechnic Institute on 28 June 2019.

- University of the Free State on 20 July 2019.
- University of Venda on 18 September 2019
- Department of Water and Sanitation, Inkomati-Usuthu Catchment Management Agency on 21 October 2019
- Department of Correctional Services in Barberton on 15 November 2019.



Signing of the MoU with Agricultural Research Council

International Partnerships

- Charles Sturt University, Bathurst, Australia on 20 July 2019.
- University of Minnesota, USA on 5 and 12 November 2019.
- Igbiniedion University Okada, Nigeria on 22 November 2020.

7.25.1. PUBLIC LECTURES AND GUEST SEMINARS

The following Public Lectures were presented in 2019.

- Professor Molefi Kete Asante presented a Public Lecture on “An Afrocentric Response To Calls for a Decolonised and Re-Africanised Education” on 30 September 2019.
- Professor Joseph Diescho presented the Archbishop Thabo Makgoba Development Trust Annual Public Lecture on “Ethical and Moral Leadership” on 15 October 2019. As a lead up to the lecture, UMP students participated in an Essay Competition and the winner in 2019 was Mr Thabo Ngomane from Siyabuswa Campus.



Archbishop Thabo Makgoba Development Trust Annual Public Lecture on 15 October 2019

The following Seminars based on topical books and academic scholarship were presented in 2019:

- Advocate T Ngcukaitobi presented a seminar on “The Land Question in South Africa” based on the book “This Land is Ours” on 27 February 2019.
- Professor Sabelo Ndlovu-Gatsheni from UNISA presented a seminar based on the book “Decolonising the African University, Knowledge Systems and Disciplines” on 10 April 2019.
- Dr Mike Peel and Dr Mduduzi Ndlovu from the Faculty of Agriculture and Natural Sciences, delivered Seminars on 13 and 17 May 2019.
- Dr Brand Doubell from University of the Free State delivered a Seminar on “What is the Origin of the LGBTQ+ community?” on 20 June 2019.
- The Honourable Minister of Agriculture, Land Affairs and Rural Development, Ms Thoko Didiza presented a seminar on “The Land Question in South Africa: 25 Years Later” on the 16 August 2019.
- Professor Martin Hill from the Centre for Biological Control at Rhodes University presented a Seminar on 24th October 2019.
- Mr Jacques Fortuin (NEMISA), Prof Tembisa Ngqondi (UMP) and Ms Sekgana Makhoba (MICT) presented at a joint UMP and National Electronic Media Institute of South Africa workshop on Cyber Security on 04 November 2019.



Advocate T Ngcukaitobi, Seminar held on 27 February 2019



The Honourable Minister of Agriculture, Land Affairs and Rural Development, Ms Thoko Didiza seminar held on 16 August 2019

7.25.2. BOOK LAUNCHES

- Ms Josephine Mlotshwa presented a seminar based on the book “*The History of Emaswati in South Africa*” on 30 September 2019.
- Mr Sabelo Mahlalela launched the book titled “*Dreams and Visions*” at UMP on 17 October 2019.



7.25.3. HOSTED CONFERENCES

- **South African Association of Public Administrators and Management (SAAPAM) Conference**

During the 14th to the 17th of May 2019, South Africa Association of Public Administration (SAAPAM) in collaboration with the University of Mpumalanga hosted its annual Academic conference at the University's Mbombela Campus. The conference attracted about 318 delegates coming from 52 various institutions which include, universities, research and government institutions within South Africa and beyond.

- **SA Chapter of the International Association of Women Judges Conference**

The University of Mpumalanga co-hosted the conference of the SA Chapter of the International Association of Women Judges from 8 - 10 August 2019 at the Mbombela Campus. The theme of the conference was “Women Empowerment: A Shawl and a Shield in the fight against Sexual and Gender-Based Violence”.

The conference was a resounding success and was attended by dignitaries from the Judiciary, including Chief Justice Mogoeng, Deputy Chief Justice Zondo, Former Minister of Justice the Hon Ms Brigitte Mabandla, Minister of Justice and Correctional Services, the Hon Mr Ronald Lamola, Deputy Minister of Correctional Services, Inkosi Pathekile Holomisa, and approximately 175 Judges.



SA Chapter of the International Association of Women Judges conference held from 8 - 10 August 2019

- **South African Higher Education Community Engagement Forum (SAHECEF)**

The conference of the SAHECEF was hosted by UMP in early December 2019. Four workshops were held on the 2nd and 3rd of December followed by the conference from the 4th to the 6th of December. 70 delegates from around the country attended the workshops and 110 delegates, representing 14 universities, and including four international guest speakers attended the conference.

- **Zoological Society of Southern Africa Annual Conference (ZSSA)**

The University of Mpumalanga hosted the 39th congress of the ZSSA at Skukuza in the Kruger national Park between 7 and 10 July 2019. The conference, which was opened by the Vice-Chancellor, Professor Mayekiso, was attended by 162 delegates from 15 South African and 10 International universities. The focus of the conference included highly relevant topics such as climate change, biodiversity loss and human – wildlife conflict.

7.26. ENGAGEMENT EXCELLENCE AWARDS

In 2019, the University made its first award for excellence in engagement activities to Dr F. Niyimbanira. This award was in recognition of the leading role that he has played for the past three years, in the development of ENACTUS. ENACTUS is a worldwide organization that aims at creating student social entrepreneurs who bring about socio-economic change in their communities.



Dr F. Niyimbanira, Prof T Mayekiso and Dr Liaan Minnie

7.27. LIBRARY AND INFORMATION SERVICES



Official opening of the Library and Information Services Building by Honorable, Minister, Dr Naledi Pandor on 15 April 2019

7.27.1. PROMOTION OF OPEN ACCESS TO RESEARCH

The Department of Science and Technology is actively examining the transition to open science and open innovation. As such, South Africa is adopting an Open Science Philosophy as an undergirding framework for its National System of Innovation. Open access to information and knowledge is an essential element of the Open Science framework. It refers to the free, immediate, online availability of research articles, coupled with the rights to use these articles fully in the digital environment. Open access to research is not only limited to research articles but also extends to the research data that underpins published results and results collected using public research funds. The South African Draft White Paper on Science, Technology and Innovation confirms the national stance on Open Access to research, stating that the Government will encourage researchers to deposit data arising from research in publicly accessible repositories, and to support open journal publishing and data sharing, providing access to data and other research outputs arising from publicly funded research.

To aid open access to research outputs universities, research institutes and funders have adopted primarily four mechanisms which include the adoption and promotion of:

- Local, National and international Open Access policies and declarations,
- open access publishing;
- digital repositories; and
- effectively managed author rights.

In response to the international movement and alignment with the national drive on Open Access (OA) to research outputs, the University of Mpumalanga has adopted OA to research published by its researchers.

The OA activities planned for future implementation include the development of an Institutional strategy for OA with specific indicators which will monitor the implementation of Open Access within the university.

The Library and Information Services is instrumental in the development of support services that will foster the adoption of open access principles and ultimately enable researchers to comply with the OA requirements. The UMP Scholarly Communication activities will include formation of institutional policies, processes and technological infrastructure that support Open Access to research published by the university. Below are initial steps that were led by the Library in the year 2019, towards the realization of OA objectives:

• **Signing of the Berlin Declaration**

As our first step towards aligning with the local, national and international OA policies and declarations, the library started the year by creating awareness to the university community on the Statement on Open Access to Research Publications from NRF funded Research. Subsequently, the university officially signed The Berlin Declaration on Open Access to Knowledge in the Sciences and Humanities on 14 august 2019, an international statement on open access and access to knowledge. As an institution we have joined the signatories, declaring our interest in the further promotion of the new open access paradigm to gain the most benefit for science and society. The list of signatories is accessible at: <http://openaccess.mgp.de/319790/signatories>.

Building on the Berlin Declaration on Open Access to Knowledge in the Sciences and Humanities and on the progress that has been collectively achieved so far, the South African National Library and Information Consortium (SANLiC) signed the OA 2020 expression of interest in the large-scale implementation of open access to scholarly journals. As a paid up member of SANLiC, the UMP Library and Information Services further commits itself to pursue the large-scale implementation of free online access to, and largely unrestricted use and re-use of scholarly research articles.

• Open Access week and Data Carpentry Workshop

The University, for the first time in 2019, joined the rest of the world in celebrating Open Access week from 21 – 27 October 2019. The 2019 Open Access theme was “Open for whom? Equity in Open Knowledge”. The Vice-Chancellor, Prof Mayekiso officially opened the event and welcomed our guest speakers:

- Prof SKO Ntwampe from the Cape Peninsula University of technology (CPUT) who was the keynote speaker. Prof Ntwampe shared his experience and perspective on Open Access Publishing;
- Mr John Sterley from Elsevier who presented on Publisher’s position on OA publishing;
- Mrs Tracey October-Vilakazi from Clarivate Analytics presenting on Navigating scholarly publishing in the age of the predatory journals; and
- Ms Mathe, Director: Library and Information Services at UMP, presented on the Library Support Services: Towards Compliance with Open Access to Research and Underpinning Data.



Prof Ntwampe

Other activities that occurred in the week included Prof Ntwampe’s workshop with the ICT for Development Research Group on the 22nd of October 2019), sharing his experience on Starting and Leading a Productive Research Group.

Staff and postgraduate students also attended the Data Carpentry workshop as part of the Open Access week initiative.



Staff and Postgraduate students, attended the Data Carpentry workshop

In our effort towards encouraging wider participation on the drive to make Open Access a new norm in scholarship and research we organized the data carpentry workshop. As the library, we believe that data science skills taught through this workshop will improve data management practices and may lead to compliance with Open Access to research data requirements.

- **Collection Development, Management, Maintenance and Promotion**

On the 09th & 10th October 2019 the library had its 1st Annual Book Exhibition in the library courtyard. Eight suppliers attended the exhibition and the event was well attended by academics and postgraduate students.



Annual Book Exhibition held on 9-10 October 2019

A total of 2002 books were purchased and processed for cataloguing. All books purchased through the exhibition are now on shelves ready for use.

On the 18th of October the Library in collaboration with the visiting Fullbright English Language Teaching Assistant, Ms Nenelwa Tomi, unveiled the Pan African Special Book Collection. The collection was developed with an intent to honour the published work of authors from across the African diaspora, with an emphasis on displaying the work of local writers, poets and artists. The title of the collection is, “Reading Across the Diaspora: Writing ourselves into the curriculum”.



Ms Nenelwa Tomi, visiting Fullbright Scholar

The title is meant to acknowledge the cultural dissonance often experienced by black students in the academy, a place that doesn't always embrace the socio-cultural journeys they have been on, and instead moulds them into a replica of an ethos foreign to them. It is our hope that this space will be used by the University of Mpumalanga community (faculty, staff, students, and eventually, the public) to relish in the diversity of our stories, but also honour the intersectionalities that bind our black experience together.

• **Assignment Mastery Programme**

The Library and Information Services developed the assignment mastery programme that is underpinned by information literacy principles. The aim of this programme is to impart skills that will enable students to obtain a set of integrated abilities encompassing the reflective discovery of information, understanding of how information is produced and valued, and the use of information in creating new knowledge and participating ethically in

communities of learning. The programme will be piloted as part of the students First Year Experience (FYE) initiative in 2020. The programme will also be adapted to support the postgraduate students registered for an honours programme.

7.28. CONCLUSION

Senate and its Committees, Sub-Committees and Joint Committees functioned efficiently and effectively during 2019.

In terms of academic planning and development of the PQM, the Enrolment Plan 2020–2025 was completed and submitted to DHET on schedule. The PQM of the University is developing well and reflects the goals in the Strategic Plan of the University. The number of qualifications offered in 2019 increased by eight over the previous year, and in 2019, six new qualifications were accredited for introduction in 2020. The new qualifications are at higher levels in disciplines in which the University is already active, including Advanced Diplomas, Honours degrees and Master's degrees, and in new disciplines such as Public Administration. The admission of new and returning students in 2019 was in line with our enrolment plan, and a milestone for the University was the enrolment of our first postgraduate students for Honours Degrees in Development Studies and Agriculture.

Important processes at the University, including academic promotion, graduation and the recognition of excellence by students and staff in teaching and learning, research and engagement all took place as scheduled. The University continued to support staff development in teaching and learning and researcher, and supported students to cope with the demands of higher education, initiatives that were funded through the through the University Capacity Development Grant. The students continued to achieve very pleasing levels of academic success indicating that the efforts to support and empower staff and students for better teaching and learning continue to bear fruit.

The University made pleasing advances in research with new partnerships, more NRF rated researchers, more research funding and improved research outputs. Engagement activities at the University were stronger than in previous years and included hosting three important conferences.

The Library and Information Services continued to play a major and significant role in the academic life of the University.

In summary, the academic life for both staff and students has become richer each year and, under the oversight of Senate, 2019 provided a wide range of curricular and extracurricular activities for our students and a diverse range of lectures, seminars and workshops for our staff.

8. **REPORT OF THE INSTITUTIONAL FORUM OF COUNCIL FOR THE YEAR ENDED 31 DECEMBER 2019**



Prof T Ngqondi – Chairperson of the Institutional Forum

8.1. INTRODUCTION

In accordance with Section 39 (1) of the UMP Institutional Statute and Section 31 (1) of the Higher Education Act (Act No. 101 of 1997) as amended, the Institutional Forum (IF) shall advise the Council on the following matters affecting the University:

- a. The implementation of the Act and the national policy on higher education;
- b. The formulation of race and gender equity policies;
- c. The suitability for appointment of candidates for senior management positions;
- d. Codes of conduct, mediation and dispute resolution procedures; and
- e. The formulation of policy for fostering an institutional culture, which promotes tolerance and respect for fundamental human right and creates an appropriate environment for teaching, research and learning and education.

The activities of the Institutional Forum performed were fully guided by the Higher Education Act (Act. No. 101 of 1997). The membership of the Institutional Forum was fully constituted with some members replaced due to the expiry of their term. The Institutional Forum report presents the Forum's input to the Council in the form of supporting Council recommendations and advice.

8.2. COMPOSITION

The composition of the Institutional Forum and the term of office is presented in Table 22 and a record of meeting attendance during the reporting period is presented in Table 23.

TABLE 22: MEMBERSHIP COMPOSITION AND TERM OF OFFICE

	Name	Designation	Constituency	Term of Office Start	Term of Office Emd
1	Prof T Ngqondi	Chairperson	Member	25 March 2019	25 March 2021
2	Mr H Matonsi	Deputy Chairperson	NEHAWU	25 March 2019	25 March 2021
3	Dr G O'Brien	Member	Academic Staff	17 October 2019	17 October 2021
4	Mr S Legodi	Member	Management	06 November 2017	06 November 2019
5	Prof R Bernard	Member	Management	06 November 2017	06 November 2019

6	Ms Z Mathe	Member	Senate Member	06 June 2019	06 June 2021
7	Mr M Ledwaba	Member	Council Member	26 March 2017	26 March 2019 (extended) to September 2021
8	Adv. T Seboko	Member	Council Member	01 October 2018	01 October 2020
9	Ms Nomsa Mnisi	Member	Support Staff	01 June 2018	01 June 2020
10	Ms G van der Linde	Member	National Tertiary Education Union (NTEU)	03 March 2017	03 March 2019
11	Mr S Radebe	Member	Support Staff	01 June 2018	01 June 2020
12	Mr C Mashabane	Member	SRC President	January 2019	December 2019
13	Mr M Dladla	Member	SRC Deputy President	January 2019	December 2019
14	Dr N Maqubela	Member	VC Appointee	21 September 2019	21 September 2021
15	Ms Q Mashaba	Member	VC Appointee	21 September 2019	21 September 2021
16	Prof P Lukhele-Olorunju	Member	VC Appointee	21 September 2019	21 September 2021

TABLE 23: RECORD OF MEMBERS' MEETINGS ATTENDANCE

	Name of Senate Member	No. of Meetings Attended	No. Apologies Meetings	No. Meetings as Member	Percentage of Meetings Attended
1	Legodi S	3	1	4	75%
2	Bernard R	3	0	3	100%
3	Khwidzhili H	2	2	2	100%
4	van der Linde G	0	2	4	0%
5	Matonsi H	3	1	4	75%
6	Mnisi N	4	0	4	100%
7	Mashabane C (SRC)	2	2	3	67%
8	Mlambo S (SRC)	0	0	3	0%
9	Ledwaba M	3	1	4	75%
10	Seitshero S	2	0	3	67%

11	Radebe S	4	0	4	100%
12	Mashaba Q	1	3	4	25%
13	Nggondi T	4	0	4	100%
14	Lukhele - Olorunju P	3	1	4	75%
15	Mathe Z	3	0	3	100%
16	Seboko T	0	0	4	0%
17	Maqubela N	1	0	1	100%

8.3. MEETINGS

The Forum had four scheduled ordinary meetings for the reporting year. The Institutional Forum EXCO had two meetings and a further two special working group sessions. The ordinary meetings were held on 25 March, 06 June, 01 September and 04 November.

8.4. REVIEW OF PROGRAMME OF ACTION

A number of members of the Institutional Forum (IF) assumed office in 2019 including the Chairperson of IF. This provided the IF with an excellent opportunity to review its programme of action and capitalize on the expertise of the new members.

The programme of action presented in 2018 was reviewed and two activities were achieved. The 2018 action plan was adopted with minor adjustments. Members agreed that all the action plan activities that identified in 2018 were relevant and aligned with the Institutional Forum's mandate as per the Higher Education Act (Act. No. 101 of 1997 as amended). Out of the six activities identified in 2018, the Institutional Forum agreed to work on two focus areas each year for the purpose of delivering quality and informed advice to Council. Furthermore, members noted that other activities would be considered when a need for urgent advice arises. The committee agreed to focus on equity and transformation activities for the reporting year 2019/2020.

The Institutional Forum also contributed the transformation agenda of the institution through the active participation of the Chairperson in the meetings of the UMP Transformation Committee.

8.5. ADVICE TO COUNCIL

8.5.1. TRANSFORMATION: EQUITY

The Institutional Forum submitted advice to the Council in terms of gender equity establishment at the University. The advice to consider introducing a Student Chapter for Gender Equity Forum establishment at the University was submitted. The advice was welcomed and was considered for the gender equity policy. The University will be launching the Gender Forum in 2020.

In terms of equity, the Institutional Forum played an important role in the development of the University Employment Plan (2020 -2022) and in addressing the Department of Labour and Employment compliance issues.

8.5.2 RENEWAL OF THE CONTRACT OF THE VICE-CHANCELLOR

The Statute of the University of Mpumalanga requires that Council consults the Institutional Forum on the renewal of the term of office of the Vice-Chancellor. The term of office of the Vice-Chancellor was due to come to an end on 30 October 2019. As part of the consultation process, the Institutional Forum supported the renewal of the term of office of the Vice-Chancellor for another five years. The members of the Institutional Forum expressed their appreciation of the excellent work performed by the Vice-Chancellor.

8.6. CONCLUSION

The Institutional Forum has progressively discharged its mandate and the advice provided to Council was accepted. The Institutional Forum endeavoured to provide Council with advice that was well-researched and evidence-based.

The quality of the advice will be enhanced by the decision of the IF to focus on two issues per year. This will allow effective deliberation on issues before advice is provided to Council.



Prof T Ngqondi
Chairperson

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



Prof T Mayekiso, Vice-Chancellor

9.1. INTRODUCTION

The management and administration systems and processes at the University continued to be developed, reviewed and consolidated during the period under review. This included the Mid-Term Review of the UMP Strategic Plan, Vision 2022. This exercise provided the institution with an indication of progress made towards achieving the strategic goals and objectives as set out in the Strategic Plan. The Executive Management team in its current composition had been in place for the past five years and this has resulted in improved levels of institutional performance as the requisite experience has been acquired. This is reflected in the outstanding performance with the implementation of the 2019 Annual Performance Plan which stands at 97%.

The five-year employment contracts of five of the members of the Executive Management team who joined UMP in 2014, came to an end in 2019. Three of these contracts were renewed for another five years, namely, the Vice-Chancellor, Registrar and the Dean of Students. This will lead to continuity and the enhancement of performance through institutional memory.

9.2. PRINCIPAL MANAGERIAL/ADMINISTRATIVE ACHIEVEMENTS

The University of Mpumalanga Strategic Plan: UMP Vision 2022, was approved by Council in July 2015. The 7-Year Strategic Plan has been implemented annually following its approval by Council. The strategy implementation has been undertaken primarily through the Annual Performance Plans, which are monitored by MANCO, the Strategy Committee of Council and Council. In addition, the implementation of the Annual Performance Plans is audited by the Internal and External Auditors.

2019 represented the mid-term of the 7-Year Strategic Plan, and presented the institution with the opportunity to review the implementation of the Strategic Plan. Such a review was critical given the historic context of UMP, and in particular the fact that the current strategic plan is the first strategic plan for the institution after its establishment in 2013. The overall objective of the proposed strategic review was to provide the University with the necessary information to determine the extent to which the goals and objectives as articulated in the Strategic Plan 2022, are being achieved. The exercise also aimed to assist in streamlining the indicators for the various objectives.

The review of the Strategic Plan highlighted the lack of SMART objectives, which was attributed to the fact that this was the first Strategic Plan for a new institution without baseline data to derive the objectives from. As a result, the review team facilitated engagement of Executive Management and Senior Management to modify the UMP Strategic Plan to reflect SMART indicators. The conclusion drawn by the review team was that the UMP Council has been

exceptionally effective in steering the institution towards its Vision. UMP has during the past four years covered much ground and made progress to be able to achieve its Mission. Unprecedented growth of physical facilities and infrastructure has resulted from the strategic plan initiatives.

9.3. MANAGEMENT COMMITTEE

The Management Committee (MANCO) was fully functional and met twice a month as per its terms of reference. MANCO is a consultative and Advisory Committee assisting the Vice-Chancellor in the planning and execution of the management and administration of the University in accordance with the Statute and the Rules. 2019 was the fifth year of appointment of the majority of MANCO members. As a result, performance across all MANCO portfolios was improved in 2019 due to skills and experience acquired during the previous years as well as the development opportunities that were made available.

The Extended Management Committee (EMANCO) comprising all MANCO members, Senior Directors, Dean, Deputy Registrar and Directors was provided with training on the following:

- Social Media Training Workshop on 06 March 2019
- Presentation to develop the UMP website on 30 April 2019
- Transformational Leadership Workshops on 21 August and 14 October 2019
- PDRE Workshop on 07 October 2019
- Values Integration Workshop on 16 October 2019

9.4. MANCO SUB-COMMITTEES

MANCO has established 20 sub-committees to advise on various aspects of the operations of the institution. The majority of these committees include a broad range of representation involving Student Leadership, Organised Labour, Academic staff, Support staff and members of management. Some of these committees are joint committees of MANCO and SENATE.

9.5. STAFF INDUCTION

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

TABLE 24: STAFF INDUCTION

Campus	Dates	Number of Staff Inducted at both Campuses
Mbombela	26 March 2019	10
Siyabuswa	05 April	19
Combined	09 December	30
Total		59

The on boarding process involves the new staff being introduced to the strategic plan of the institution by the Vice-Chancellor and to the various MANCO portfolios by the MANCO members.

9.6. ADEQUACY OF STAFFING LEVELS

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

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

9.7. THE QUALITY OF INFORMATION AVAILABLE TO MANAGEMENT

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

Further phases of upgrades to the IT infrastructure were completed on the Siyabuswa Campus. The Network Infrastructure at Siyabuswa Campus consisted of both Alcatel and Cisco Network Switches and Wireless Access Points.

TENET completed the Siyabuswa Virtual Private Networks (VPN). Prior to the upgrade of the VPN link, the Siyabuswa Campus was connected to

the Mbombela Campus through a 40 mbps connection hosted by Unics Technologies CC. The Siyabuswa VPN was upgraded from 40 mbps to 160 mbps. This upgrade enabled the Siyabuswa Campus to be connected to the SANReN network with a cost saving. Plans to install the fibre at the Siyabuswa Campus are underway. These upgrades and VPN connection have resulted in improved Wi-Fi coverage for students and staff, improved connectivity, more stable and reliable IT network, increased speed in accessing the internet and emails for both staff and students, improved video conferencing communications and installation of the VOX telephone system similar to the systems at the Mbombela Campus. This has contributed to more effective communication between the two campuses and has reduced the costs associated with travelling.

The bandwidth was upgraded from 1 Gbps to 10 Gbps at the Mbombela Campus. Enhanced bandwidth increases voice and data communications. ICT Networks and telephone infrastructure were completed in a number of new buildings: Building 10, Academic Building, Teaching Block and the Hospitality and Tourism Building.

The quality of information available to management and the administrative processes continued to improve in 2019 and was reliable for purposes of decision-making. The Higher Education Data Analyser (HEDA) system provided the University with a tool for management information and business intelligence to enable users to access reliable, timely, accurate data and apply, process and store information in a secure and reliable environment. Staff members continued to receive training in Integrated Tertiary System (ITS) to enhance the quality of information at the University and to reduce reliance on ADAPT IT.

ICT infrastructure software applications services to staff and students and provided capacity development for staff and students through various training initiatives. Significant strides were made in developing UMP's Intranet and the Meeting Hub Portal.

The Meeting Hub Portal, was cascaded to the Faculties in 2019, and enables 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, timetables, 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. We have continued to refine the functionalities on Moodle.

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.

Archibus System is being implemented as the standard facilities management system and 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.

One of the major exercises conducted in 2019 was the development of a new website.

9.8. SAFETY AND SECURITY

9.8.1. MAINTENANCE, UPGRADING AND RENOVATIONS

We continue our strategic priority to establish and maintain iconic buildings, facilities and high quality estate in support of the academic project, holistic student development, conducive to work and well-being of staff. During 2019 a significant amount of new world class infrastructure was completed and brought into operation all of which is being maintained using a modern computerised maintenance management system.

In pursuit of our vision, we continue to implement the following plans:

- Three-Year Renovation Plan
- A Seven-Year Maintenance plan
- A Security Plan
- A Safety, Health and Environment Plan

The Seven-Year Maintenance Plan was implemented and focused on maintenance of HVAC, Air conditioners, fire detection systems and First Aid kits. The renovation and upgrades development included the upgrade planning of three projects at Siyabuswa Campus: Floodlights, painting the Stadium and repairs to the change rooms and clearing of the basement. Phase 1 of the Siyabuswa Beautification project was completed by the end of the third quarter of 2019.

The Archibus facilities management system was improved by adding 70 users (20, 3%) by 31 December 2019. The alien management strategy focused on removal of all alien invasive plant species and clearing of reed. Examples were Lantana camara, Kunzea ambigua (Tick bush), Tecoma stans, etc. The implementation of waste management strategy included hazardous waste management, handling of general waste material and training on material safety data sheets (MSDS).

A number of projects were undertaken to improve the infrastructure and estate. The Table below highlights the major projects undertaken.

TABLE 25: MAJOR RENOVATION, UPGRADES AND MAINTENANCE PROJECTS

Projects	Expenditure
Phase 1 Siyabuswa Campus Beautification	R 947 889
Further sporting upgrades at the Mbombela Campus included the drag-line irrigation system to reach out-lying areas and the clubhouse conversion to store track and field equipment.	R 363 715
Management of the alien plant species on Mbombela Campus.	R 189 870
Upgrade to fuel filling point on the bulk generator storage tank.	R 32 791
Upgraded the safety related signage on the Mbombela campus, for example additional first aid kits, compulsory Acts as per legislation, more assembly points and building evacuation routes updates.	R 155 004
Focused on staff health and safety through risk identification and training.	R 32 400
Security matters addressed for example the repairs to the perimeter fences and the door alarm systems in the new library.	R 221 000
Installed a compatible fire alarm system in the old admin building.	R 69 090
Building and infrastructure maintenance, including preventative maintenance undertaken at the Mbombela Campus.	R 13 182 000

The SHE Management Plan was implemented and monitored through GAP analysis report, quarterly and weekly SHE progress reports. The following areas were prioritised in 2019: SHE Appointments, Safety Files, Fire Drills, Safety Inductions and Food Safety Gap Audit etc. We have reviewed building evacuation plans, assembly points and smoking areas on Campus.

9.9. SAFETY, HEALTH AND ENVIRONMENT

The University of Mpumalanga is committed to maintaining an accessible yet secure environment where the security of students, staff and visitors is very

important. We have implemented and monitored the security management plan for 2019 through monthly and quarterly security reports. Planning for the upgrade, repairs and installation of perimeter fence at Mbombela Campus was prioritized. While at Siyabuswa Campus, we prioritised monitoring and maintenance of electronic emergency exit doors, repairs and installation of CCTV cameras in 2019.

Two security awareness workshops were conducted for new students during the orientation programme in the first quarter of 2019. In addition, two safety and security awareness workshops were conducted at both Campuses on 02 February and 18 September 2019. A security boom gate, fencing around substation and a generator were installed at Building 2 by the end September 2019. The upgrading of the fence along the D725 at Mbombela Campus was completed on 15 May 2019 to improve physical security of the University.

Two security risk assessments were conducted on 17 and 18 May 2019 at Mbombela Campus and on 19 May 2019 at Siyabuswa Campus. In order to ensure that physical security was prioritised, the scope of work with specifications for the refurbishment of two fence lines were developed on the North-Eastern Section of the Mbombela Campus and the Southern Section of the Lower Campus on 17 December 2019. Further, the University Management approved the procurement of the security scans for both campuses on 17 December 2019 in order to enhance security access management.

In order to improve safety and security at students residences, medical emergency services were made available, fire escape routes installed, fire and medical emergency numbers displayed. The University further improved the security on campus by deploying additional 11 security personnel to ensure that the security of students' residences was enhanced.

9.10. STUDENT SERVICES AND EXTRA-CURRICULAR ACTIVITIES

The University continued, during the 2019 academic year, to provide services and extra-curricular opportunities and activities for students. This was in direct response to the University's strategic objective to promote the holistic development of students through the provision of quality student experience. The successful provision of services and extra-curricular activities for students contributed towards the holistic development of our students.

The University provided students with a total of 11 sporting codes, namely, athletics, netball, volleyball, soccer, basketball, tennis, cricket, rugby, swimming, supper pool and chess, as well as a number of recreational teams during the 2019 academic year. Swimming, Cricket and Rugby sporting codes were established for the first time in 2019 which was a great achievement.

Our students participated in a number of sporting activities during the year. Nine athletes from UMP participated in the Mpumalanga Athletics Championship held at Secunda in March. One of our students made it to the Mpumalanga Provincial Athletics team. The Siyabuswa Campus hosted the Siyabuswa Athletics Club Easter Race in April where athletes from the Siyabuswa Campus participated in the tournament. The Siyabuswa Volleyball team hosted the Freedom Day Volleyball Tournament on Campus, in April where a number of external teams from the surrounding areas, including the CN Mahlangu Campus of Nkangala TVET College participated. We are pleased to report that our University was again represented in the 2019 Winter USSA games held in June. The UMP Volleyball and Netball Teams participated in the 2019 USSA tournaments held from 30 June 2019 to 6 July 2019. The Netball USSA tournament took place in Johannesburg, University of Witwatersrand and the Volleyball tournament took place in Bloemfontein, University of Free State. The Siyabuswa Netball team participated in the Nkangala Netball final trials on in July. The Siyabuswa Football Team, which won the 2018 Dr JS Moroka, Nkangala Regional League and got promoted to the SAB Nkangala Regional League, played a number of matches during the year. It also participated in the Nedbank Cup qualifiers in September. The UMP Siyabuswa Ladies Football team participated in the SAFA Nkangala Women's Regional League in October and November. The Mbombela Campus Male football team also played in the Mbombela Local Football League during the reporting period. The Mbombela Campus Cricket team was admitted to the Mbombela Cricket League towards the end of the 3rd quarter of the year. The UMP Football and Tennis teams participated in the USSA 2019 Summer Tournaments which were held in two different venues from 30 November to 7 December. The football (male and females) tournament was held at the Tshwane University Technology while the Tennis tournament was hosted by the University of Stellenbosch.

We are proud to report that our University hosted the 2019 USSA National Cross Country Championships tournament in Mbombela from 18 to 21 September. This event saw all cross country athletes from participating universities come to our University to be part of the event. The tournament was a huge success.

Our sporting teams got an opportunity to play against other universities during the year, for example, the UMP netball team played against TUT: Emalahleni March in Middelburg, the Mbombela Soccer team played against TUT in May at the Mbombela Campus, the UMP netball team played against TUT and SMU in May at the Mbombela Campus, the UMP Volleyball Team travelled to Maputo and played against Eduardo Mondlane University in August, and the Mbombela Campus Supa Pool team hosted TUT: Mbombela Campus in November at the Mbombela Campus.

We are pleased to report that the University provided over 15 development programmes for the students which included, among others, a workshop on Gender-Based Violence (GBV) presented by the South African Police Service in

February at Siyabuswa Campus, a financial literacy session presented by FNB in February for first year students at Siyabuswa Campus, a Financial literacy training facilitated by Nedbank in collaboration with Rise FM for students at the Mbombela Campus in July, a GBV Train the Trainer Workshop held in June was conducted with the support from the Department of Social Development, National Prosecuting Authority and the South African Police Service for both staff and students, a conflict management session for the UMP Entertainers Society which was held in August at the Mbombela Campus, a job readiness workshop on the importance of police clearance for educators presented to the 4th year students at the Siyabuswa Campus facilitated by SACE, another job readiness and SACE registration workshop held in September was facilitated by the Department of Basic Education for the 4th year students in Siyabuswa Campus, a Digital skills training offered by Pholi Works in September focused on cyber bullying, securing your social media space and starting, marketing and sustaining an online business was presented to the students at the Mbombela Campus, and a Snake handling workshop which was held in October at the Mbombela Campus.

Our student societies were also active during the year as part of the extra-curricular activities of the students. The following are some of the events/activities of the student societies, the Poetic Minds held a poetry session in March at Siyabuswa Campus to showcase talent, motivate and empower others through poetry; the End Times Gospel held a welcoming service in March at Siyabuswa Campus, which was mainly dedicated to welcoming the first year students at the Campus; a Candlelight Memorial and First Things First Activation was held at the Siyabuswa Campus in May, to pledge support to those who are affected and infected by the HIV and also to raise awareness on the importance of healthy lifestyles; the End Times Gospel Society held a pre exam prayer in May as well as a second semester welcoming back to Campus prayer in August 2019 at Siyabuswa Campus, the Mbombela Campus held a Fun-Day in August for the students residing both on campus and in Accredited Private Accommodation; the Siyabuswa ZCOSF attended an examination prayer service held in Limpopo Province Boyne in October, and the pre-exam event organised by the Siyabuswa CRC for students in October.

It is also encouraging to report that our students, through their societies, participated in a number of community development projects during the year. These include, Teachers of Transformation in Siyabuswa donating 22 pairs of shoes to children in Mareleng Primary School as part of their community outreach project; ENACTUS: UMP team continued with its Hatching Hope Chicken project supporting the beneficiaries in the Nkomazi area as well as partnering with a Non-Profit Organisation in establishing two new centres in the Province. This student society once again participated in the 2019 ENACTUS National Competitions held in Sandton, Johannesburg in July. We are pleased to report that just as they did last year, 2018, our ENATUS team made it to the last 4 and, once again, became the 3rd runners up out of 16 public universities that

participated in the competition. Our project, the Hatching Hope Chicken Project scooped the following prizes this year: 1st Place in the Harmony LED Challenge Award; 1st Place in the Nedbank Triple Bottom Line Sustainability Award and 1st Place in the Harmony Business Solution for Community Development Award. The Team brought home a total of 5 trophies in 2019.



UMP ENACTUS TEAM at the National Competition 2019

The Siyabuswa ZOC Student Fellowship, in collaboration with the Siyabuswa Campus Library Society, donated toiletries at Buhlebethu Secondary School in October. The Mbombela Campus Student Christian Organization visited the KaMagugu SOS children's village, where they spent time with the children, played some games and donated some clothes and food in October. The students participated in the University organised Mandela day events held in 17 July in both Campuses. Students from the Mbombela Campus, through Student Housing, launched the Barefoot Day initiative that saw 45 pairs of school shoes donated to the SOS Children's Village.

The University, in recognising and rewarding the participation and achievement of students in co-curricular activities, held the 2019 Co-curricular Awards Gala Dinner in October.



2019 Co-curricular Awards Gala Dinner

9.11. RELATIONSHIP WITH THE UNIVERSITY COMMUNITY

The relations with the University community can be characterised as having been cordial in 2019. 2019 was overall a peaceful year as we did not experience protests by staff members. A number of strategies were engaged in to contribute to a conducive work and study environment. Management continued to engage Organised Labour and the Student Leadership throughout 2019 through scheduled meetings as well as through the “open door” policy. This resulted in improved relations with the stakeholders and stability on campus.

9.12. AFRICA DAY

UMP celebrated Africa Day on 29 May 2019 at the Mbombela Campus. The theme for 2019 was “Building a Better Africa and a Better World”. The Guest Speaker was Prof Tinyiko Maluleke from the University of Pretoria.

Africa Day provided the UMP Community with an opportunity to celebrate and embrace our African identity. There was excellent participation by students in the form of choral music, traditional music, dance, poetry and fashion. The celebration of Africa Day is consistent with our identity as an African University.



Dr Tshikwatamba, Prof T Mayekiso, Mr C Mashabane, Prof T Maluleka and Prof M Mbewe on Africa Day Celebrations - 29 May 2019

9.13. MANDELA DAY

Staff and Students effectively participated in the Mandela Day activities on 18 July 2019. A team led by the Vice-Chancellor and the DVC: Academic visited Cyril Clarke Senior Secondary School in Matsafeni. The Dean of Students visited Jacob Mdluli, in Matsafeni. The Acting ED: HR joined the team at SOS Children's Village, KwaMagugu, Hlayisanani Community and Development Centre in Ngodini.



Vice-Chancellor and the DVC: Academic visited Cyril Clarke Senior Secondary School in Matsafeni

9.14. WOMEN'S MONTH ACTIVITIES

UMP Women celebrated Women's month on 23 August 2019 at both campuses. The theme for 2019 was, "Unleash Amazing". The Guest Speaker was Ms Lebogang Monyatsi, from Sanlam and her presentation was on "Financial Planning for Women". A number of women from the UMP including the Vice-Chancellor were given an opportunity to encourage and motivate colleagues to develop themselves and become the best they can be, thereby unleash their potential.

9.15. LAUNCH OF THE 25 YEAR REVIEW REPORT (1994-2019)

On 08 November 2019 the President of the Republic of South Africa and UMP Chancellor, Honourable Mr C Ramaphosa, officially launched the country's review report titled "Towards a 25-Year Review, 1994-2019" at the University of Mpumalanga, Mbombela Campus. The 25-Year Review highlights the important milestones reached and achievements our country has made as a young democracy.

It reflects on the strength and shortcomings of government in fulfilling its mandate for social and economic transformation. The review includes a reflection on the strides made by the higher education section including the challenges being addressed.



UMP Chancellor, Honourable Mr C Ramaphosa - Launch of the 25 Year Review Report "Towards a 25-Year Review, 1994-2019" at UMP on 08 November 2019

9.16. BOOK CLUB ON GENDER EMPOWERMENT AND EDUCATION

The Book Club was formed on 27 February 2019 involving both staff and students. The primary purpose of the Book Club is to share, engage and deliberate on books covering the following broad topics:

- Gender (socially and financial) empowerment and awareness raising
- Gender and leadership
- Gender-Based Violence

The Book Club provided the members an opportunity to engage on matters of gender from a scholarly perspective. Thereby, providing intellectual grounding for the students.

9.17. HERS-SA ACADEMY

Two staff members, Ms Zanele Mathe, Director: Library and Information Services and Dr Nonzwakazi Maqubela, Senior Lecturer, School of Development Studies and Programme Leader for the BA degree attended the 17th HERS-SA Academy from 15-19 September in Cape Town. The HERS-SA Academy provides leadership training and networking opportunities for senior female staff at institutions of higher learning.

Prof Thoko Mayekiso, UMP Vice-Chancellor, was invited to present a session at the HERS-SA Academy on “Thought Leadership: Conversation with a Vice-Chancellor.” This provided the Vice-Chancellor to reflect on her leadership journey.

9.18. EMPLOYEE WELLNESS

The University has adopted an Employee Wellness Framework that covers the following pillars:

- Mental and Emotional Wellness (Psychosocial Support and Counselling)
- Health (Information and Awareness)
- Financial Wellness
- Life Style Wellness

TABLE 26: EMPLOYEE WELLNESS

Activity	Date	Event/ Awareness	MANCO Champion
World TB Day	24 March	Awareness	Prof Howard
World Health Day	07 April	Awareness	Prof Bernard
World Blood Donor Day (14 June)	14 June	Awareness	Mr Pather
SANCA Drug Awareness Week	24-31 June	Awareness	Mr Legodi
Wellness Day	19 July (Mbombela) 26 July (Siyabuswa)	Event	All
Mental Health	September	Awareness	Prof Mayekiso
World Breast Cancer Month	01-31 October	Awareness	Mr Mavuso
World Disability Month	03 November 03 December	Awareness	Dr Maminza
World Diabetes	14 November	Awareness	All
16 Days of No Violence Against Women and Children	25 November and 10 December	Awareness	All
World Aids Day	01 December	Awareness	All
World Disability Day	03 December	Awareness	Dr Maminza
Blood Drive	March; June; September and November	Awareness	All

9.19. STUDENT HEALTH SERVICES

The University of Mpumalanga (UMP) has committed itself to the holistic development of its students. The University provides a number of health-related services to students as part of their holistic development and also for students to enjoy a student life experience that enhances their academic performance.

The University has two student health services that are available, namely, the Campus Clinic Services and the Student Counselling Services. The services were provided in 2019 by a Campus Nurse and a Clinical Psychologist.

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

The overall performance of the institution during the year under review has been excellent. Notable developments took place as far as the academic project is concerned in relation to the three missions of the institution, namely, teaching and learning, research and engagement in line with Vision 2022. 2019 marked the end of the five year term of the Vice-Chancellor. This milestone provided the Vice-Chancellor an opportunity to reflect on the outstanding developments at the University since the beginning of the first term of office of the Vice-Chancellor in November 2014 and to plot the way forward over the next five years.

The Vice-Chancellor has been instrumental in the establishment of partnerships with strategic partners nationally and internationally. A number of opportunities were created for our staff and students to engage with national and international stakeholders in line with UMP slogan of “creating opportunities”. Our students participated in national events. UMP’s development and growth have been multi-dimensional and multi-faceted. Although the development of the physical infrastructure is visible, substantial development took place in 2019 in terms of student and staff numbers, accredited research outputs, academic programmes on offer and the general intellectual culture at the University. There is generally a vibrant student life on campus.

The public lectures presented at the University and conferences co-hosted, have contributed to public intellectual engagement at the University. A number of these public lectures were attended by members of the community. These include the Archbishop Thabo Makgoba Annual Lecture on Ethical and Moral Leadership and the Ray Phiri Memorial Lecture. The co-hosted conferences attracted scholars of high standing nationally and internationally.

The Co-curricular Awards Gala Dinner is an initiative recognizing the need to develop the students holistically and to create space for the all students to showcase their unique talents. The recipients of the Vice-Chancellor Scholarship Programme continued to excel academically. One of the highlights in 2019 was the launch of the first Alumni Chapter in Polokwane in September.



Launch of the First Alumni Chapter held in Polokwane on 14 September 2019

Investment in ICT, and ensuring that it is state of the art, fast, secure, and accessible has served UMP well. With the benefit of hindsight, we are glad that during the transition the University needed to make, when COVID-19 struck, and it became imperative to switch to technology platforms, UMP made the transition almost effortlessly. We benefited from forward thinking, and visionary planning. Improved connectivity reduced costs associated with travelling, and allowed staff and students to save on travelling time as well.

9.21. CONCLUSION

To be at the helm of a young University like UMP is both a challenge and an opportunity. An opportunity in terms of allowing one creativity and innovation. A challenge when comparisons are made, out of context disregarding the developments that come with novelty. It is here that leadership gets extended and expanded: work as team, trust processes, and never hesitate to open yourselves to rigorous scrutiny, as we did with the mid-term strategic review process.

The focus of development for both staff and students is paying off. The more empowered the staff and the students, the better they get at optimal functioning. Networks and interaction with communities proximal to us, has had its spin-offs. ENACTUS has proved that notwithstanding coming from a fairly young campus, our students can hold their own. This has emboldened them, and given them confidence that they too can measure up.

Excellent support from Council, an Executive team that has team spirit, a pragmatic relationship with organized labour, academic staff who are riveted on excellence and a vibrant student life, are pleasing developments on our pioneering journey as UMP.

It has been gratifying for me, to thread the connecting cotton through vision, mission, strategic objectives, SMART goals, values, community engagement, access for success by our students, active student body, prudent managing of resources, and mutually beneficial collaborations. Creating a conducive ecology for both staff and students has been truly rewarding.



Prof T V Mayekiso
Vice-Chancellor

10. REPORT ON INTERNAL ADMINISTRATIVE/OPERATIONAL STRUCTURES AND CONTROLS

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

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

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

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

The Internal Audit function is outsourced and monitors the operations of internal control systems and reports 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 2019, 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 2019 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

An incremental based budgeting approach was followed in the preparation of the 2019 budget, with specific variations where considered applicable, based on growth projections for staff, students and infrastructure developments and projected operational changes and requirements.

11.3. HIGHER EDUCATION ENVIRONMENT

University students are becoming more reliant on DHET bursary funding due to the growing number of financially disadvantaged students. The sustainability thereof could influence the future recovery management of student debtors and decrease the risk of incurring bad debts. The DHET has covered the increase in tuition fees for 2019, up to a maximum of 5.4%, for all students whose household income does not exceed R600 000 per annum.

11.4. OVERVIEW OF 2018 FINANCIAL POSITION

UMP recorded a Surplus of R85,475m and (2018 - R68,431m) for the year under review.

Government subsidy grant of R361,985m (2018 – R311,208m) was received during the year under review. The increase in the grant was in tandem with the growth of staff and student numbers as well as the growth of the university's ever-expanding infrastructure. The expanding infrastructure directly impacts on the cost of maintenance, cleaning, rates and taxes, water and electricity, security and relevant support staff cost. The DHET together with National Treasury has been extremely helpful by assisting the UMP with additional subsidy grant to compensate for the additional cost of growth for the 2019 financial year.

Student debt remains a high risk to the UMP, as the majority of its students are from financially constraint families. The introduction by DHET of the DHET bursary, and funding to cover the increase in 2019 tuition fees to a maximum of 5.4% for the “missing middle” as well as financial support by Funza Lushaka and various SETAs, has greatly assisted the UMP to recover and minimise its student debt. The student debt at the year-end was R13,878m (2018 - R14,937m) after providing for doubtful debts of R33,879m (2018 - R17,964m). Careful monitoring and management of student debt and facilitation with both governmental and non-governmental stakeholders for student funding, will be required to ensure that student debt remains within manageable parameters.

The improved student funding and recoverability from the various funders, in addition to the subsidy from DHET (based on the growth of the UMP and inflation) has ensured UMP's financial sustainability. This is validated by the return to Surplus for the year as well as the improved liquidity position of R344,579m (2018 - R174,649m). Any surplus funds are invested in high yielding, capital preservation and easily converted to cash investments as advised by a Financial Broker.

An amount of R665,948m (2018 - R638,508m) 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 R535,290m (2018 – R600,395m) was capitalised during the year. Recognition needs to be given to DHET for their continued funding support towards the infrastructure expansion of UMP.

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



Mr OM Galane
Acting Chairperson: Governance Finance
and Investment Committee



Mr K D Pather
ED: Finance

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

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

This report is provided by the ARIGC appointed in respect of the year ending 31 December 2019.

12.1. MEMBERS OF THE ARIGC

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

- Mr TG Mokoena (Chairperson)
- Ms G.A. Deiner
- Mr D Ramasodi
- Mr O Galane
- Mr E Keiswetter (appointed)

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

12.2. AUDIT, RISK AND IT GOVERNANCE COMMITTEE RESPONSIBILITY

The ARIGC performs the duties as determined by Section 18 of the Higher Education Act 101 of 1997 (as amended) and the ARIGC Charter. Meetings are held regularly with the management of University of Mpumalanga (UMP) and key role players, which includes the independent external and internal auditors. The external and internal auditors have unrestricted access to the members of ARIGC. ARIGC reports that it has complied with its responsibilities in terms of the Act, and the ARIGC charter.

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

12.3. THE EFFECTIVENESS OF INTERNAL CONTROL

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

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

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

12.4. IN YEAR MANAGEMENT AND PERIODIC REPORTING

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

12.5. EXTERNAL AUDITOR

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

The Committee satisfied itself through enquiry that the External Auditor is independent as defined by the Higher Education Act 101 of 1997 (as amended) and as per the standards stipulated by the auditing profession. Requisite assurance was sought and provided by the Higher Education Act 101 of 1997 (as amended) that internal governance processes within the institution support and demonstrate the claim to independence.

The ARIGC in consultation with executive management, agreed to the terms of the engagement for the 2019 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-Grant Thornton (SNG-GT) was the duly appointed Internal Auditors for the 2019 year. Their three year rolling audit plan was approved by the ARIGC and all internal audit reports were tabled at the ARIGC before submission to Council. The Internal Auditors also attend all ARIGC meetings. Their contractual period ended in May 2018 and was extended until such time as the ARIGC was in a position to appoint Internal Auditors after a tender process. SNG – GT was appoint for a further three (3) commencing 1 January 2020 after following a tender process.

12.8. AUDITOR'S REPORT

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

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

12.9. RISK EXPOSURE AND MANAGEMENT THEREOF

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

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

12.10. INFORMATION TECHNOLOGY

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

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



Prof M D Mabunda
Chairperson of Council



Mr T G Mokoena
Chairperson of ARIGC

13. REPORT ON TRANSFORMATION

13.1. INTRODUCTION

The University of Mpumalanga has since its inception, put mechanisms in place for the establishment of a transformative institutional culture. Systems and processes continue to be established to foster and embed transformation in the academic project of the institution. There is increasing realization within the institution that transformation is core to the advancement of the Vision and Mission of the institution as well as the living of the values.

The Transformation Barometer that was adopted by the USAf Transformation Strategy Group and the UMP Transformation Committee was applied as the guiding framework for the transformation agenda at UMP.

The following 2019 priorities of the Transformation Strategy Group were shared with the members of the Transformation Committee:

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

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

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

Theme 1: Institutional Culture, Vice-Chancellor

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

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

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

The Transformation agenda of the institution was driven in 2019 by the Transformation Committee and members of EMANCO.

The Transformation Committee that is chaired by the Vice-Chancellor and whose composition encompasses a diverse range of internal stakeholders such as the SRC, Organised Labour, Chairperson of the Institutional Forum and members of Executive Management has been operational since 2017. The important work towards the development of the transformation conceptual framework at UMP as informed by the Vision 2022 Strategic Plan, continued in 2019 and is discussed by the Transformation Committee. The intention is to embed transformation in the implementation of the Strategic Plan of the institution.

The Common Course for first year students, “Mpumalanga in Context”, was offered in 2019 after the successful pilot in 2018. 434 students enrolled for the Bachelor in Development Studies, Diploma in Nature Conservation and Diploma in Hospitality were registered for the Common Course.

The purpose of the module is to provide students at the intellectual level with opportunities to engage with their context and enhance their sense of identity and in particular their African identity, their Africanness, as students of the University of Mpumalanga.

13.2. TRANSFORMATION OF THE INSTITUTIONAL CULTURE

Africa Day was celebrated on 29 May 2019. The theme was “Building a Better Africa and a Better World”. The Guest Speaker was Prof Tinyiko Maluleke from the University of South Africa. Africa Day provided the UMP Community with an opportunity to celebrate and embrace our African identity.

The Dean of the Faculty of Education, Prof Hilda Israel was appointed in August 2019. The new Employment Equity Plan (2020-2022) was developed and was approved by the Department of Labour and Employment. The plan will be applied to drive the transformation agenda at the institution.

The Gender-Based Violence Awareness Campaign was held on 22 August 2019 under the theme “Creating Safe Spaces at UMP”. The programme started at

the gate where all MANCO members, organisers, students and staff pledged by signing the pledge wall as a symbol of support and commitment to fight the gender-based abuse and violence on UMP campuses and beyond. The Vice-Chancellor and the Dean of Students also gave few words of support and pledged their commitment to create safe spaces at UMP on behalf of the Executive Management. After this short programme students and staff marched to the Auditorium to continue the programme of speakers with UMP students' recital, drama and testimonies.

Among the speakers were representatives from SAPS, Department of Justice, Grace Victim Centre (for abused women and children), Kgaugelo Ntini Foundation and the Department of Social Development and the keynote speaker was Adv Teffo from the Commission of Gender Equality (CGE). After speeches and drama, which was staged by UMP entertainers showing how GBV can destroy one's life and the family, the third part of the programme, which was a dialogue, commenced.

Students were given an opportunity to ask questions and comment with some giving testimonies on how they have suffered GBV. This was a very painful part where students were giving testimonies on how they would be repeatedly raped, some by family members at home.

Kgaugelo Ntini Foundation Gender Based Violence Event

The University of Mpumalanga, Interim Gender Forum Team and students participated in the Gender Based Violence event which was held at Emnotweni, Nelspruit on 23 August 2019. This event involved various stakeholders: South African Police Service, the Department of Social Development, the National Prosecuting Authority and Traditional leaders (especially first ladies) who gave speeches, committing themselves in playing active role in acting against GBV. Our students actively participated in organizing this event. They also participated in entertainment and fundraising for NGO projects. This has exposed students to engaging and collaborating with other stakeholders in the fight against GBV.

The University has recruited a total of 19 emerging academics as part of the New Generation of Academics Programme (nGAP). Ten of the staff members are female. The nGAP is transformative in nature, therefore 80% of the positions must be allocated to Black/ or women South African citizens and priority must be accorded to persons who are 40 years or younger in age. The nGAP is one of the programmes within the staffing South Africa's Universities Framework (SSAUF) funded by the Department of Higher Education and Training.

13.3. CONCLUSION

The University of Mpumalanga has continued with its efforts to embed transformation as part of the institutional culture. This was done through the inculcation of the values of the institution and engagement in activities that foster and enhance transformation at the institution.



Prof M D Mabunda
Chairperson of Council



Prof T V Mayekiso
Vice-Chancellor

FINANCIAL STATEMENTS

UNIVERSITY OF MPUMALANGA

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

FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2019



GENERAL INFORMATION

COUNTY OF INCORPORATION AND DOMICILE

South Africa

NATURE OF BUSINESS AND PRINCIPAL ACTIVITIES

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

COUNCIL MEMBERS

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

REGISTERED OFFICE

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Mpumalanga
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BUSINESS ADDRESS

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Riverside
Mbombela
Mpumalanga
1200

POSTAL ADDRESS

Private Bag X11283
Mbombela
Mpumalanga
1200

BANKERS

Standard Bank Limited

AUDITORS

PricewaterhouseCoopers Inc.
Registered Auditors



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

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

1. We have audited the financial statements of the University of Mpumalanga set out on pages 152 to 180, which comprise the statement of financial position as at 31 December 2019, the statement of comprehensive (deficit) / surplus, statement of changes in funds and statement of cash flows for the year then ended, as well as the notes to the financial statements, including a summary of significant accounting policies.
2. In our opinion, the financial statements present fairly, in all material respects, the financial position of the University of Mpumalanga as at 31 December 2019, 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 this auditor's report.
4. We are independent of the University of Mpumalanga in accordance with section 290 and 291 of the Independent Regulatory Board for Auditors' *Code of professional conduct for Registered Auditors (Revised January 2018)*, parts 1 and 3 of the Independent Regulatory Board for Auditors' *Code of Professional Conduct for Registered Auditors (Revised November 2018)* (together the IRBA Codes) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities, as applicable in accordance with the IRBA Codes and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Codes are consistent with the corresponding sections of the International Ethics Standards Board for Accountants' *Code of Ethics for Professional Accountants* and the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards)* respectively.
5. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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Chief Executive Officer: L S Machaba
The Company's principal place of business is at 4 Lisbon Lane, Waterfall City, Jukskei View, where a list of directors' names is available for inspection.
Reg. no. 1998/012055/21, VAT reg.no. 4950174682.

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 appropriate governance structure either intends to liquidate the University of Mpumalanga or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

REPORT ON THE AUDIT OF THE ANNUAL PERFORMANCE REPORT

Introduction and scope

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

12. We evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected objectives presented in the annual performance report of the University for the year ended 31 December 2019.

Objectives	Pages in the annual performance report
Activity Area 1	195 - 196
Activity Area 2	197 - 203
Activity Area 3	204 - 210
Activity Area 4	211 - 219
Activity Area 5	219 - 251
Activity Area 6	251 - 254
Activity Area 7	255 - 257
Activity Area 8	258 - 263

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

Achievement of planned targets

15. Refer to the annual performance report on pages 195 to 263 for information on the achievement of planned targets for the year and explanations provided for the under/ over achievement of a number of targets.
16. misstatements, we did not raise any material findings on the usefulness and reliability of the reported performance information.

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 raise material findings on compliance with the specific matters in key legislation set out in the general notice issued in terms of the PAA.

Other information

19. The Council is responsible for the other information. The other information comprises the information included in the document titled 2019 Annual Report University of Mpumalanga, which includes the report of the chairperson of Council, the report of the Vice Chancellor, the report of the Senate of Council, the report of the institutional forum to Council and the report of the audit risk and IT governance committee. The other information does not include the financial statements, the auditor's report and those selected objectives presented in the annual performance report that have been specifically reported in this auditor's report.
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. We have nothing to report in this regard.

Internal control deficiencies

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

Other reports

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 Research Units for accredited journals, books and chapters in books. The report covered the period 1 January 2019 to 31 December 2019. The factual findings report issued on 04 May 2020.
- 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 2019 Infrastructure and Efficiency Funded Projects. The reports covered the period 1 April 2019 to 31 March 2020. The factual findings report was issued on 15 June 2020.
- 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 2019 New Generation of Academics Programme. The report covered the period 1 April 2019 to 31 March 2020. The engagement is currently in progress.
- As requested by the University, an engagement was conducted on the grants received and expenditure incurred specific to the HEAIDS direct grant. The report covered the period 1 April 2019 to 31 March 2020. The engagement is currently in progress.
- As requested by the University, an engagement was conducted on the grants received and expenditure incurred specific to the implementation of the CoLab project for National Electronic Media Institute of South Africa (NEMISA) grant. The engagement is currently in progress.
- As requested by the University, an engagement was conducted on the grants received and expenditure incurred specific to the National Research Foundation Grant (NRF). The report covered the period 1 January 2019 to 31 December 2019. The engagement is currently in progress.
- As requested by the University, an engagement was conducted on information for staff qualifications. The reports covered the period 1 January 2019 to 31 December 2019. This engagement is currently in progress.
- As requested by the University, an engagement was conducted on information for the 2019 - 8% fee adjustment grant. The reports covered the period 1 January 2019 to 31 December 2019. This engagement is currently in progress.



Auditor tenure

25. In terms of the IRBA rule published in Government Gazette Number 39475 dated 4 December 2015, we report that PricewaterhouseCoopers Inc has been the auditor of University of Mpumalanga for 5 years.

A handwritten signature in black ink that reads 'PricewaterhouseCoopers Inc.' in a cursive, flowing script.

PricewaterhouseCoopers Inc.
Director: AJ Oosthuizen
Registered Auditor
Mbombela
Date 06 July 2020

Annexure – Auditor’s responsibility for the audit

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

Financial statements

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

Communication with those charged with governance

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

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

	Notes	2,019 R	2018 R
ASSETS			
NON-CURRENT ASSETS			
		2,490,815,235	2,043,039,216
Property, plant and equipment	3	2,487,743,273	2,038,960,030
Intangible assets	4	3,071,962	4,079,186
CURRENT ASSETS			
		1,361,960,457	1,024,681,119
Trade and other receivables	5	19,991,935	27,291,325
Deposits		377,210	377,210
Cash and cash equivalents	6	1,341,591,312	997,012,584
TOTAL ASSETS		3,852,775,692	3,067,720,335
FUNDS AND LIABILITIES			
FUNDS			
		339,096,429	253,621,009
Reserves		314,599,034	230,426,730
Accumulated surplus		24,497,395	23,194,279
LIABILITIES			
NON-CURRENT LIABILITIES			
		3,055,169,796	2,576,088,898
Deferred income	7	1,830,165,764	1,386,708,593
Conditional grants	8	1,225,004,032	1,189,380,305
CURRENT LIABILITIES			
		458,509,467	238,010,428
Current portion of Deferred income	7	125,115,332	98,556,690
Current portion of Conditional grant	8	180,940,231	21,958,766
Trade and other payables	9	125,782,954	89,733,696
Provisions	10	26,670,950	27,761,276
TOTAL FUNDS AND LIABILITIES		3,852,775,692	3,067,720,335

	NOTES	Educational and General Unrestricted 2019 R	Educational and General Restricted 2019 R	Educational and General Total 2019 R	Student Accommodation 2019 R	Total 2019 R	Total 2018 R
INCOME		562,226,195	-	562,226,195	14,557,891	576,784,086	457,620,723
Government grants	11	381,389,514	-	381,389,514	-	381,389,514	328,424,833
Government grants - assets	11	68,164,877	-	68,164,877	-	68,164,877	42,178,701
Student, accommodation and other fees	12	107,688,366	-	107,688,366	14,557,891	122,246,257	81,181,399
Donations received	13	319,494	-	319,494	-	319,494	(230,737)
Sales of goods and services		4,663,944	-	4,663,944	-	4,663,944	6,066,527
OTHER INCOME		39,876,894	-	39,876,894	-	39,876,894	30,208,628
Interest received	14	39,454,058	-	39,454,058	-	39,454,058	29,886,800
Rental income		422,836	-	422,836	-	422,836	321,828
TOTAL INCOME		602,103,089	-	602,103,089	14,557,891	616,660,980	487,829,350
EXPENDITURE							
Cost of employment	15	264,530,815	-	264,530,815	-	264,530,815	221,654,381
Academic		92,573,929	-	92,573,929	-	92,573,929	84,955,235
Professional support		171,956,886	-	171,956,886	-	171,956,886	136,699,146
Other operating expenditure		201,463,655	-	201,463,655	-	201,463,655	153,886,816
Depreciation, amortisation and impairments	3,4	65,191,090	-	65,191,090	-	65,191,090	43,857,499
TOTAL EXPENDITURE		531,185,560	-	531,185,560	-	531,185,560	419,398,696
SURPLUS FOR THE YEAR		70,917,529	-	70,917,529	14,557,891	85,475,420	68,430,654
OTHER COMPREHENSIVE SURPLUS							
TOTAL COMPREHENSIVE SURPLUS FOR THE YEAR		70,917,529	-	70,917,529	14,557,891	85,475,420	68,430,654

	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 2018	13,840,763	19,315,804	18,543,000	25,243,000	35,243,000	19,029,861	20,953,758	10,000,000	152,159,186	23,021,169	185,190,355
Total comprehensive Surplus for the 2018 year	24,159,237	8,664,196	-	-	5,000,000	6,667,130	11,746,972	5,000,000	64,257,544	173,110	68,430,654
Total comprehensive surplus at January 2019	38,000,000	28,000,000	18,543,000	25,243,000	40,243,000	25,697,000	38,700,730	15,000,000	236,416,730	23,194,279	253,621,009
Total comprehensive surplus for the 2019 year	5,000,000	-	57,863,071	-	-	12,000,000	4,311,233	5,000,000	84,172,304	1,303,116	85,475,420
Balance at 31 December 2019	43,000,000	28,000,000	76,406,071	25,243,000	40,243,000	37,697,000	44,011,963	20,000,000	314,599,034	24,497,395	339,096,429
See note											

	Notes	2019 R	2018 R
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash generated from operations	25.1	57,876,387	70,196,279
Interest received		39,454,058	29,886,800
Net cash flows from operating activities		97,330,445	100,083,079
CASH FLOWS UTILISED FOR INVESTING ACTIVITIES			
Purchase of property, plant and equipment	25.2	(513,240,562)	(643,100,238)
Purchase of other intangible assets	25.3	(243,199)	(8,623)
Proceeds from sale of assets	25.4	3,072	134,372
Net cash flows utilised for investing activities		(513,480,689)	(642,974,489)
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase in Deferred income	25.5	26,356,000	25,696,000
Increase in Conditional grants	25.6	575,391,506	691,843,970
Net Cash flows from financing activities		601,747,506	717,539,970
Total cash movement for the year		344,578,728	174,648,560
Cash and cash equivalents at the beginning of the year	6	997,012,584	822,364,024
Total cash and cash equivalents at the end of the year	6	1,341,591,312	997,012,584

ACCOUNTING POLICIES

1. PRESENTATION OF FINANCIAL STATEMENTS

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

1.1 SIGNIFICANT JUDGEMENTS AND SOURCES OF ESTIMATION UNCERTAINTY

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

Trade receivables, held to maturity investments and loans and receivables

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

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

Student fees-impairment

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

Property plant and equipment

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

Depreciation

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

1.2 PROPERTY, PLANT AND EQUIPMENT

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

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

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

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

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

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

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

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

ASSETS

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

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

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

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

1.3 INTANGIBLE ASSETS

An intangible asset is recognised when:

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

Intangible assets are initially recognised at cost.

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

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

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

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

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

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

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

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

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

INTANGIBLE ASSETS

ITEM	USEFUL LIFE
Computer software	1 - 5 years

1.4 FINANCIAL INSTRUMENTS

Classification

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

Initial recognition and measurement

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

At initial recognition, the university measure its financial instruments at fair value including transaction costs unless the financial instrument is carried at fair value profit or loss, in which case the transaction costs are recognised in profit or loss. The fair value is determined in accordance with *IFRS 13, Fair Value Measurement*.

For the university's trade receivables, which are mainly student debt, because they do not have a significant financing component, they are initially recognised at the transaction price as defined in *IFRS 15, Revenue from Contracts with Customers*.

Subsequent measurement

The university's financial instruments are subsequently measured at fair value or amortised costs. After initial recognition, financial assets are measured either at amortised cost or at fair value. The fair value subsequent measurement is either fair value profit or loss (FVPL) or fair value through other comprehensive income (OCI).

In order for a financial asset to be classified and measured at amortised cost or fair value through OCI, it has to give rise to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level. The university's financial liabilities are subsequently measured at amortised cost or FVPL. All equity investments of the university are subsequently measured at fair value and dividends recognised as other income in profit or loss.

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.

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

The university recognises impairment in terms of 12 month expected credit losses. The 12-month expected credit losses are calculated by multiplying the probability of a default occurring in the next 12 month by total expected credit losses that would result from the default regardless of when those losses occur.

Financial Assets measured at Amortised Cost

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

Trade and other receivables

Trade receivables are measured at initial recognition at the transaction price as defined in IFRS 15, and are subsequently measured at fair value profit or loss. The University uses a provision matrix to calculate expected credit losses for trade receivables. The provision matrix is based on the University's historical observed default rates, which is adjusted for forward looking information.

These historical rates are then adjusted with forward looking information.

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

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

Trade and other payables

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

Cash and cash equivalents

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

Held-to-maturity

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

De-recognition of financial liabilities

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

1.5 FUNDS

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

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

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

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

The University has made provision for the following funds:

Replacement fund for plant and equipment

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

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

The purpose of the fund is to:

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

Investment Equalisation Fund:

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

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

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

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

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

The purpose of the fund is to:

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

Academic Strategic Initiative Fund

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

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

The purpose of the fund is to:

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

Research Strategic Initiative Fund

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

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

The purpose of the fund is to:

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

Institutional Maintenance Fund

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

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

The purpose of the fund is to:

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

Institutional Contingency Fund

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

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

The purpose of the fund is to:

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

1.6 EMPLOYEE BENEFITS

Short -term employee benefits

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

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

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

1.7 PROVISIONS AND CONTINGENCES

Provisions are recognised when:

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

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

Provisions are not recognised for future operating surpluses.

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

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

1.8 GOVERNMENT GRANTS

Government grants are recognised when there is reasonable assurance that:

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

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

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

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

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

1.9 REVENUE

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

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

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

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

1.10 BORROWING COSTS

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

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

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

The capitalisation of borrowing costs commences when:

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

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

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

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

2. NEW STANDARDS AND INTERPRETATIONS

2.1 STANDARDS AND INTERPRETATIONS EFFECTIVE IN THE CURRENT YEAR

In the current year, the UMP has considered the impact of the following standards and interpretations:

STANDARD / INTERPRETATIONS:	EFFECTIVE DATE: Years beginning on or after	AMENDMENTS	EXPECTED IMPACT:
IFRS 16, Leases	01 January 2019	All lessees should recognise a lease liability and a right of use asset (on balance sheet) with optional exemption of certain short-term leases and leases of low value (these off-balance sheet)	There is no material impact on UMP as its lease contracts are low value and they are coming to an end. Future lease contracts will be evaluated in terms of the on-balance sheet or off-balance sheet basis.
Amendments to IFRS 9, Financial Instruments-Prepayments features with negative compensation	01 January 2019	The amendment permits more financial assets to be measured at amortised cost and how to account for modifications of a financial liability.	Unlikely there will be a material impact as UMP currently has no prepayments with negative compensation.
Amendments to IAS 28, Investments in Associates: Long term interest in associates and joint ventures	1 January 2019	Long term interest in associate or joint venture to which the equity method is not applied should be accounted using IFRS 9.	Unlikely there will be a material impact as UMP has no investment in associates or joint ventures.
Amendments to IAS 19, Employee benefits- Plan amendment, curtailment or settlement	1 January 2019	A plan amendment, curtailment or settlement of a Defined Benefit Plan might reduce or eliminate a surplus which could change the effect of asset ceiling. Past service cost, or a gain or loss on settlement as calculated in accordance with IAS 19 should be recognised in profit or loss.	Will have no impact as the university implements a Defined Contribution Plan.
Annual improvements 2015-2017:			
IFRS 3, Business Combinations	1 January 2019	Clarifies that obtaining control of a business that is a joint venture is a business combination achieved in stages	No impact as UMP is not involved in any joint control or joint operations.
IFRS 11, Joint Venture	1 January 2019	Obtaining joint control of a business that is a joint operation should not involve remeasuring previously held interest in joint operation.	No impact as UMP is not involved in any joint control or joint operations.
IAS 2, Income Taxes	1 January 2019	Income tax consequences of dividends.	The Income Tax amendment has no impact as UMP is an exempt institution for Income Tax.
IAS 23, Borrowing Costs	1 January 2019	That if a specific borrowing remains outstanding after the related qualifying asset is ready for its intended use or sale, it becomes part of general borrowings.	No impact as UMP has no borrowings to fund its asset.
IFRIC 23, Uncertainty over income tax	1 January 2019	IFRIC 23 explains how to recognise and measure deferred and current income tax assets and liabilities where there is uncertainty over a tax treatment.	No impact as UMP is an exempt institution for Income Tax.

Adoption of new and revised pronouncements

In the current year, there are no new and revised Standards that have a material impact on the university's operations.

2.2 STANDARDS AND INTERPRETATIONS NOT YET EFFECTIVE

The UMP has chosen not to early adopt the following standards and interpretations, which have been published:

STANDARD / INTERPRETATION:	EFFECTIVE DATE: Years beginning on or after	AMENDMENTS	EXPECTED IMPACT:
Amendments to IFRS 3, Business combinations, definition of a business	1 January 2020	The definition of a business is clarified [The entity should use inputs for a substantive process to significantly create outputs].	Unlikely there will be any impact as UMP is not involved in any business combination.
Amendments to the Conceptual Framework	1 January 2020	Definition of materiality and meaning of primary users of general purpose financial statement amended	Not yet endorsed
Amendments to IAS 1, Presentation of Financial statements	1 January 2020	The amendment to materiality definition affects what is considered material. Furthermore, the clarifications of definitions of elements of	Not yet endorsed

3. PROPERTY, PLANT AND EQUIPMENT

	Cost	2019		Carrying value
		Accumulated Depreciation	Accumulated Impairment	
Land	26,318,830	-	-	26,318,830
Buildings	1,729,427,574	78,681,654	-	1,650,745,920
Educational equipment	5,416,809	3,296,968	-	3,119,841
Establishment cost	13,805,435	5,978,652	-	7,826,783
Furniture and fixtures	55,704,633	18,899,517	-	36,805,116
Machinery and equipment	45,326,732	4,290,360	-	42,036,372
IT equipment	90,327,645	48,957,127	-	41,370,518
Library source materials	4,850,234	4,850,234	-	-
Motor Vehicles	3,892,135	1,414,050	-	2,478,085
Landscaping	37,530,125	2,396,997	-	35,133,128
Lighting	57,548,694	1,830,848	-	55,717,846
Roads	38,657,562	645,758	-	38,011,804
Capital - Work in progress	548,179,030	-	-	548,179,030
TOTAL	2,658,985,438	171,242,165	-	2,487,743,273

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

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

RECONCILIATION OF PROPERTY, PLANT AND EQUIPMENT - 2019

	Opening carrying value	Additions	Transfers / Disposal	Accumulated Depreciation / Impairment	Total
Land	26,318,830	-	-	-	26,318,830
Buildings	1,355,847,483	326,240,364	-	31,341,927	1,650,745,920
Educational equipment	4,067,609	114,695	635,356	427,107	3,119,841
Establishment cost	5,314,582	3,686,558	-	1,174,357	7,826,783
Furniture and fixtures	35,348,252	7,994,596	519,776	6,017,956	36,805,116
Machinery and equipment	11,745,658	32,674,714	-	2,384,000	42,036,372
IT equipment	27,981,272	28,385,817	554,229	14,442,342	41,370,518
Library source materials	-	1,659,197	-	1,659,197	-
Motor Vehicles	2,107,678	797,881	-	427,474	2,478,085
Landscaping	-	37,530,125	-	2,396,997	35,133,128
Lighting	-	57,548,694	-	1,830,848	55,717,846
Roads	-	38,657,562	-	645,758	38,011,804
Capital - Work in progress	570,228,666	520,366,265	542,415,901	-	548,179,030
	2,038,960,030	1,055,656,468	544,125,262	62,747,963	2,487,743,273

The additions of R643.862m (2018 - R643.100m) is net of the Rxxm (2018 - R3.480m), 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 - 2018

	Opening carrying value	Additions	Transfers / Disposal	Accumulated Depreciation / Impairment	Total
Land	26,318,828	0	-	-	26,318,828
Buildings	819,566,592	559,211,577	-	22,930,685	1,355,847,484
Educational equipment	4,584,698	47,392	-	564,481	4,067,609
Establishment cost	6,324,698	0	-	1,010,116	5,314,582
Furniture and fixtures	20,537,444	19,901,643	-	5,090,835	35,348,252
Machinery and equipment	7,396,962	5,328,958	-	980,262	11,745,658
IT equipment	24,361,641	14,978,859	-	11,359,227	27,981,273
Library source materials	-	332,120	-	332,120	-
Motor Vehicles	1,782,459	594,612	-	269,393	2,107,678
Capital - Work in progress	527,523,590	589,543,595	545,838,519	-	570,228,666
	1,438,396,912	1,189,938,755	546,838,519	42,537,119	2,038,960,030

4. INTANGIBLE ASSETS

		2019	
	Cost	Accumulated Amortisation	Carrying value
Computer software	7,160,395	4,088,433	3,071,962

		2018	
	Cost	Accumulated Amortisation	Carrying value
Computer software	6,917,197	2,838,011	4,079,186

RECONCILIATION OF INTANGIBLE ASSET - 2019

	Opening carrying value	Additions	Amortisation	Total
Computer software	4,079,186	243,199	1,250,423	3,071,962

RECONCILIATION OF INTANGIBLE ASSETS - 2018

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

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	0	5,200,000	-	5,200,000
Buildings	0	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
Capital - Work in progress	7,619,556	101,212,870	-	108,832,426

Intangible Assets

Software

	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. 35772 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.

	2019 R	2018 R
5. TRADE AND OTHER RECEIVABLES		
Student Debtors	13,878,021	14,973,155
Student Debtors	30,834,641	32,937,267
Less: provision for bad debts	(16,956,620)	(17,964,112)
Bursary's receivable	19,576,631	3,869,904
Less: provision for bad debts for Bursary receivable	(16,922,004)	-
Accrued income	608,844	608,844
Less: provision for bad debts for income accrued	(608,844)	(608,844)
Prepaid expenses	995,917	-
Other accounts receivables	2,463,370	8,448,266
	<u>19,991,935</u>	<u>27,291,325</u>
Ageing of Trade and other receivables		
Student Debtors	13,878,021	14,973,156
120 + days	30,834,641	32,937,267
90 Days	-	-
60 days	-	-
30 Days	-	-
Current	-	-
Less: provision for bad debts	(16,956,620)	(17,964,112)
Bursary receivable	2,654,527	3,869,904
120 + days	19,576,631	3,869,904
Less: provision for bad debts	(16,922,004)	-
Prepaid expenses	995,917	-
Other	2,463,370	8,448,266
120 + days	2,463,370	8,448,266
Total	<u>19,991,935</u>	<u>27,291,326</u>

Other accounts receivables, in the main comprise of amounts due by the University of Johannesburg of R0.176m (2018 - R2.651m) the Receiver of Revenue of RNlim (2018 - R0.27m) Short Learning Programme Debtors of R1.636m (2018 - R0.727m) and Insurance Claims relating to protest actions of RNlim (2018 - R4.635m) and Salary adjustments R.510 (R2018 RNlim).

The carrying amount of trade and other receivables approximates their fair value. Trade and other receivables are predominantly non-interest bearing. Impairment losses are recorded in the allowance account until the university is satisfied that the amount is irrecoverable and is written off against the financial asset directly. Impairment losses have been included in the statement of comprehensive income.

The movement in the allowance for credit losses (provision for doubtful debt) in respect of trade receivables during the year was as follows:

Balance at 01 January	18,572,956	15,707,850
Impairment provision raised	15,914,512	2,865,106
Impairment utilised	-	-
Balance 31 December	<u>34,487,468</u>	<u>18,572,956</u>

The allowance for credit losses can be reconciled as follows:

Student receivables impairment allowance	16,956,620	17,964,112
Bursary receivables impairment allowance	16,922,004	-
Other receivables impairment allowance	608,844	608,844
	<u>34,487,468</u>	<u>18,572,956</u>

The impairment allowance is calculated based on a provision matrix after analysing the risk profile of the various categories of trade and other receivables. The amount of credit losses recognised as an impairment allowance is based on forward looking estimates that reflect current and forecast credit conditions. For the year ended 31 December 2019, the effect of COVID-19 has been taken into consideration when determining the default rate used in the calculation of the allowance.

6. CASH AND CASH EQUIVALENTS

Cash on hand	69,959	41,952
Balances with banks	71,276,435	70,565,164
Cash equivalents	1,270,244,918	926,405,468
Coronation Strategic Income Fund	317,110,397	230,683,633
Prescient Income Provider Fund	317,681,817	232,102,001
Investec High Income Fund	320,189,840	232,576,915
Nedgroup Core Income Fund	315,262,864	231,042,919
	<u>1,341,591,312</u>	<u>997,012,584</u>

	2019 R	2018 R
7. DEFERRED INCOME		
7.1 DHET Infrastructure	1,329,655,875	865,309,949
Balance at the beginning of the year	881,231,242	307,608,940
Assets capitalised during the year	520,366,265	589,543,595
Less: current depreciation transferred to income	(35,970,816)	(15,921,293)
Less: Current portion transferred to current liabilities	(35,970,816)	(15,921,293)
7.2 Assets transferred from Lowveld College of Agriculture (LCA)	67,927,962	69,856,175
Balance at the beginning of the year	71,793,582	73,731,789
Less: current depreciation transferred to income	(1,933,010)	(1,937,807)
Less: Current portion transferred to current liabilities	(1,933,010)	(1,937,807)
7.3 Assets transferred from National Institute of Higher Education (NIHE)	91,040,927	93,314,823
Balance at the beginning of the year	95,678,009	98,041,195
Less: current depreciation transferred to income	(2,318,541)	(2,363,186)
Less: Current portion transferred to current liabilities	(2,318,541)	(2,363,186)
7.4 Assets transferred from New Universities Project Management Team (NUPMT)	341,541,000	358,227,646
Balance at the beginning of the year	376,818,410	395,409,174
Less: current depreciation transferred to income	(17,638,705)	(18,590,764)
Less: Current portion transferred to current liabilities	(17,638,705)	(18,590,764)
7.5 University Capacity Development Grant		
Balance at the beginning of the year	35,733,667	-
Transferred balance from Research Development Grant	-	14,905,249
Transferred balance from Teaching Development Grant	-	19,679,997
Grant received during the year	13,856,000	13,196,000
Less: Expenses paid during the year	(11,710,961)	(12,047,579)
Less: Current portion transferred to current liabilities	(37,878,706)	(35,733,667)
7.6 Research Development Grant		
Balance at the beginning of the year	-	14,905,249
Transferred to University Capacity Development Grant	-	(14,905,249)
7.7 Teaching Development Grant		
Balance at the beginning of the year	-	19,679,997
Transferred to University Capacity Development Grant	-	(19,679,997)
7.8 New Generation of Academic Project grant (nGAP)		
Balance at the beginning of the year	24,009,973	16,621,946
Grant received during the year	12,500,000	12,500,000
Less: Expenses paid during the year	(7,134,419)	(5,111,973)
Less: Current portion transferred to current liabilities	(29,375,554)	(24,009,973)
Total Non-Current Deferred Income	1,830,165,764	1,386,708,593
Total Current Deferred Income transferred to Current Liabilities	125,115,332	98,556,690

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 of 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 R520,366m (2018 - R589,544m) for Buildings, Furniture and Fittings and IT Equipment met the conditions of the conditional grant and the assets were capitalised during the year. Assets capitalised during the year was depreciated to the value of R35,971m (2018 - R15,921m) and recognised as income during the year. Assets of bulk infrastructure of R 7,574m (2018 - R3,480m) were constructed during the year and handed over to the local municipality as the UMP's bulk infrastructure contribution and recognised in full as income during the year.

7.2 The Lowveld College of Agriculture's (LCA) staff, assets and programs were incorporated into the UMP as from the 1 January 2015. The assets were taken over at their book values as at 1 January 2015, and will be recognised as income as the assets are depreciated. The depreciation of R1,933mm (2018 R1,938m) was recognised as income during the year.

7.3 The National Institute of Higher Education (NIHE) ceased operations at the end of the 2014 year and the UMP was decreed as its "successor in title". The assets were taken over at their book values as at 1 January 2015, and will be released to income as the assets are depreciated. The depreciation of R2,319m (2018 - R2,363m) 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. The assets were taken over at the cost of construction and will be released to income as the assets are depreciated. The depreciation of R17,639m (2018 - R18,590m) was recognised as income during the year.

7.5 The University Capacity Development Grant is a new designated, restricted use fund, established during 2018 by DHET by combining the Research Development Grant and the Teacher Development Grant. DHET has specified that this Grant shall be used to fund Staff and Student Development and Curriculum Renewal and Transformation. The grant is released to income and expenditure as the expense is incurred.

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

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

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

8. CONDITIONAL GRANTS

8.1 DHET Infrastructure Grant

	2019 R	2018 R
Balance at the beginning of the year	1,219,972,983	1,084,695,054
Grants received during the year	1,084,695,054	1,039,095,300
Assets capitalised during the year	665,948,000	638,508,000
Amounts expended during the year and released to income	(520,366,265)	(589,543,595)
	(10,303,806)	(3,365,651)

8.2 NIHE Siyabuswa grant

5,031,049 5,031,049

8.3 Other Grants

	2019 R	2018 R
Balance at the beginning of the year	-	99,654,202
Grants received during the year	99,654,202	78,433,561
Conditions met and transferred made to relevant accounts	68,424,972	53,335,970
Less: Current portion transferred to current liabilities	(9,097,709)	(10,156,563)
	(180,940,231)	(21,958,766)

Total Non-Current Deferred income

1,225,004,032 1,189,380,305

Total Current Deferred income transferred to Current Liabilities

180,940,231 21,958,766

8.1 DHET Infrastructure Grant

The DHET provided the UMP with an Infrastructure Grant to construct the Infrastructure of the University. An amount of R665,948m (2018 - R638,508m) was received during the year. Assets to the value of R520,366m (2018 - R589,544m) was capitalised during the year and R10,303m (2018 - R3,366m) was for expenses incurred during the year.

8.2 A DHET grant received was ring fenced for infrastructure development at the Siyabuswa campus. An amount of R5.m (2018 - R5m) remains unspent at the end of the year.

8.3 Other grants includes, in the main, capitalised interest of R147,772m (R2018 - R99,654m) and an amount of R27m (2018 - R18m) from the National Lotteries Commission for the construction of sport facilities and R3.6m (2018 - R3.6m) from the National Research Fund.

9. TRADE AND OTHER PAYABLES

	2019 R	2018 R
Trade payables	32,876,102	8,904,236
Prepayments	56,942,628	32,797,635
Accruals	1,129,604	14,398,795
Retention creditors	34,834,620	33,633,030
	125,782,954	89,733,696

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

10. PROVISION

	2019 R	2018 R
Opening balance	27,761,276	15,018,672
Utilised	(16,983,349)	(14,394,109)
Additions	15,893,023	27,136,713
Closing balance	26,670,950	27,761,276

A provision for staff bonuses R11,975m (2018 - R12,133m), leave pay of R12,695m (2018 - R6,589m), legal fees of R2m (2018 - R2M) and subvention for catering and security of RNil (2018 - R7,413M) and has been recognised in the year.

11. GOVERNMENT GRANTS

11.1 Government grant -subsidy

	2019 R	2018 R
- Subsidy	381,389,514	328,424,834
- University Capacity Development Grant	361,985,000	311,208,032
- nGAP grant	11,690,696	12,041,547
- NRF grant	7,134,419	5,111,973
	579,399	63,282

11.2 Government grant - assets

	2019 R	2018 R
- Deferred income relating to depreciation	68,164,877	42,178,701
- Amount expended from DHET Infrastructure grant	57,861,071	38,813,049
	10,303,806	3,365,652
	449,554,391	370,603,535

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

11.2 The government grant - assets, comprises of the recognition of the depreciation of donated assets and expenses.

	2019 R	2018 R
12. STUDENTS, ACCOMMODATION AND OTHER FEES		
Application fees	1,587,395	1,082,945
Residence fees	14,557,891	13,556,549
Tuition fees	106,100,971	66,541,905
	<u>122,246,257</u>	<u>81,181,399</u>

13. DONATIONS RECEIVED

Donations Received - private

	319,494	(230,737)
	<u>319,494</u>	<u>(230,737)</u>

An amount of R0.320m (2018: (R0.231m)) was received as a Donation Received from the public at large during the year. The previous years a donation was a refund for a previously received donation.

14. INTEREST RECEIVED

Interest received on Cash and Cash Equivalents held at financial institutions.

	<u>39,454,058</u>	<u>29,886,800</u>
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15. OPERATING SURPLUS

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

Auditors remunerations

For statutory audit

- 2018 audit

- 2019 interim audit

For other audit services

Internal audit

Advertising and marketing

Depreciation, amortisation and impairments

Employee costs

Insurance

Motor vehicle expenses

Municipal services

Recruitment costs

Residence expenses

Small equipment

Travel and accommodation - International

Travel and accommodation - Local

	946,968	1,094,978
	<u>585,504</u>	<u>557,248</u>
	-	147,660
	<u>361,464</u>	<u>390,070</u>
	3,485,072	2,689,939
	6,401,148	6,121,096
	65,191,090	43,857,499
	264,530,815	221,654,381
	2,749,877	1,743,441
	2,062,406	1,890,582
	36,954,661	21,895,611
	845,052	1,262,701
	1,875,238	4,620,691
	279,785	1,827,475
	1,647,412	1,073,343
	<u>11,705,584</u>	<u>8,435,520</u>

16. TAXATION

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

17. GENERAL RESERVE FUND

Unutilised funds

Balance at the beginning of the year

Amount provided for (utilised) during the year

	43,000,000	38,000,000
	<u>38,000,000</u>	<u>13,840,763</u>
	<u>5,000,000</u>	<u>24,159,237</u>

This is a designated, unrestricted use fund. The purpose of this fund is to ensure sufficient funding to finance any unforeseen, urgent and emergency future costs to meet the strategic and operational efficiency of the University. Funds to the value of R5m (2018 - R24.159m) was provided for during the year in terms of a Council resolution.

18. SCHOLARSHIP, BURSARIES AND AWARDS FUND

Transferred from unutilised funds

Balance at the beginning of the year

Amount provided for (utilised) provided during the year

	28,000,000	28,000,000
	<u>28,000,000</u>	<u>19,315,804</u>
	-	<u>8,684,196</u>

This is an undesignated, unrestricted use fund under the control of the Council. The purpose of this fund is to finance scholarship, bursaries and awards of UMP students. Funds to the value of RNil (2018 - R8.684m) was provided for during the year in terms of a Council resolution.

19. REPLACEMENT FUND FOR PLANT AND EQUIPMENT

Transferred from unutilised funds

Balance at the beginning of the year

Amount provided for during the year

	76,404,071	18,543,000
	<u>18,543,000</u>	<u>18,543,000</u>
	<u>57,861,071</u>	-

This is a designated, unrestricted use fund. The purpose of this fund is to ensure sufficient funding to finance the future costs associated with the approved Institutional Maintenance Plan; and ensure sufficient resources to fund unforeseen and urgent maintenance costs. Funds to the value of R57.861m (2018 - RNil) was provided for during the year in terms of a Council resolution.

	2019 R	2018 R
20. INVESTMENT EQUALISATION AND ACADEMIC STRATEGIC INITIATIVES FUND		
Transferred from unutilised funds	25,243,000	25,243,000

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

21. RESEARCH STRATEGIC INITIATIVES FUND

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

This is an undesignated, unrestricted use fund under the control of the Council. The purpose of this fund is to finance special projects pertaining to postgraduate studies, research and innovation not provided for in the normal operating budget of the UMP. Funds to the value of RNil (2018 - R5m) was provided for during the year in terms of a Council resolution.

22. INSTITUTIONAL CONTINGENCY FUND

Unutilised funds	37,697,000	25,697,000
Balance at the beginning of the year	25,697,000	19,029,861
Amount provided for during the year	12,000,000	6,667,139

This is an undesignated, unrestricted use fund under the control of the Council. The purpose of this fund is to ensure sufficient institutional resources to fund the cost associated with unforeseen eventualities posing a threat to the safety and wellbeing of students and staff and / or which may result in severe damage to the reputation of the UMP and / or UMP property. Funds to the value of R12m (2018 - R1.667m) was provided for during the year in terms of a Council resolution.

23. INSTITUTIONAL MAINTENANCE FUND

Unutilised funds	44,011,963	39,700,730
Balance at the beginning of the year	39,700,730	20,953,758
Amount provided for during the year	4,311,233	18,746,972

This is an undesignated, unrestricted use fund under the control of the Council. The purpose of this fund is to ensure sufficient funding to finance the future costs associated with the approved Institutional Maintenance Plan; and ensure sufficient institutional resources to fund unforeseen and urgent maintenance costs. Funds to the value of R4.311m (2018 - R18.746m) was provided for during the year in terms of a Council resolution.

24. ACADEMIC SUPPORT FUND

Transferred from unutilised funds	20,000,000	15,000,000
Balance at the beginning of the year	15,000,000	10,000,000
Amount provided for during the year	5,000,000	5,000,000

This is an undesignated, unrestricted use fund under the control of the Council. The purpose of this fund is to ensure sufficient funding to finance and ensure that sufficient resources are available to the support of the Academic project of UMP. Funds to the value of R5m (2018 - R5.m) was provided for during the year in terms of a Council resolution.

25. STATEMENT OF CASH FLOW NOTES

25.1 Cash generated from operations		
Surplus for the year	85,475,420	68,430,654
Adjusted for:		
Government grants - assets	(57,861,072)	(38,813,050)
Depreciation, amortisation and impairment	65,191,090	43,857,499
Interest received	(39,454,058)	(29,886,800)
Deferred income released to income related to expenses	(18,845,380)	(17,159,552)
Conditional grant released to income related to expenses	(19,415,131)	(13,522,214)
Insurance claim	-	(132,207)
Profit on sale of asset	-	(67,186)
Loss on decommissioning of assets	527,196	-
Movement in provisions	(1,090,326)	12,742,604
Changes in working capital		
Trade and other receivables	7,299,390	6,112,154
Deposits	-	-
Trade and other payables	36,049,258	38,634,377
	57,876,387	70,196,279

	2019 R	2018 R
25.2 Purchase of Property, Plant and Equipment		
Cost at the end of the year	2,658,985,438	2,147,454,232
Less: cost at the beginning of the year	(2,147,454,232)	(1,504,353,994)
Movement of assets during the year	511,531,206	643,100,238
Less: Assets received as a result of government grant	-	-
Less: Assets received as in kind private donations	-	-
Add: Disposal / decommissioned during the year	1,709,356	-
Purchase of Property, Plant and Equipment	513,240,562	643,100,238
25.3 Purchase of other intangible assets		
Cost at the end of the year	7,160,395	6,917,197
Less: cost at the beginning of the year	(6,917,196)	(6,908,574)
Additions to assets during the year	243,199	8,623
Less: Assets received as in kind private donations	-	-
Purchase of other intangible assets	243,199	8,623
25.4 Proceeds from sale of assets		
Net book value of assets written off	530,268	67,186
Profit (Loss) on sale of asset	(527,196)	67,186
Proceeds from sale of asset	3,072	134,372
25.5 Increase in Deferred Income		
Closing balance at the end of the year	1,955,281,096	1,485,265,283
Less: Assets capitalised/donated by government treated as deferred income	(520,366,265)	(589,543,595)
Add: Expenditure transferred to income	18,845,380	17,159,552
Add: Depreciation allocated to Deferred income	57,851,072	38,813,050
Less: Opening balance at the beginning of the year	(1,485,265,283)	(925,998,290)
Increase in Deferred Income	26,355,000	25,696,000
25.6 Increase in Conditional grants		
Closing balance at the end of the year	1,225,004,032	1,189,380,305
Add: Assets capitalised/donated by government treated as deferred income	520,366,265	589,543,595
Add: Expenditure transferred to income	19,401,515	13,522,214
Add: Bulk infrastructure assets transferred to donations - government	-	-
Less: Opening balance at the beginning of the year	(1,189,380,305)	(1,122,560,910)
Increase in Conditional grants	575,391,506	669,885,204
26. COMMITMENTS		
Capital Contracted Commitments		
26.1 Commenced but not yet completed	1,669,834,161	1,595,857,770
26.2 Contracted but not yet commenced	52,754,447	126,078,804
26.3 Committed but not yet contracted	128,308,729	2,770,543
TOTAL	1,850,897,337	1,724,717,118
26.1 Projects to the value of R1 669,834m (2018- R1 595.868m) were contracted for and commenced but not yet completed at the year end. Work-in-progress at the end of year was R548,179m (2018 - R570.229m).		
26.2 Projects to the value of R52,754m (2018 - R126.079m) were contracted for as per the Council approved budget for infrastructure expenditure for which work had not yet commenced.		
26.3 Projects to the value of R128.309m (2018- R2.770m) were committed for as per the Council approved budget for infrastructure expenditure for which contracts has not been concluded for at year end.		
Operating Lease Commitments		
within 1 year	54,392	232,284
within 5 years		54,392

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

27. EXECUTIVE MANAGEMENT AND COUNCIL MEMBERS' REMUNERATION

EXECUTIVE	2019 R Salary	2019 R Expense Allowance	2019 R Total	2018 R Total
Prof TV Mayekiso	3,913,444	43,799	3,957,243	3,731,194
Prof RTF Bernard (end of contract - 30 September 2019)	1,865,974	23,028	1,889,002	2,113,441
Prof RL Howard (end of contract - 30 September 2019)	1,712,227	23,028	1,735,255	2,113,441
Mr KD Pather	2,446,007	19,071	2,465,078	2,289,652
Mr JSM Legodi	1,901,489	19,827	1,921,316	1,833,211
Mr CL Mavuso (resigned - 30 June 2019)	1,086,993	12,762	1,099,755	1,849,228
Dr PM Maminza	1,474,240	17,752	1,491,992	1,434,153
	<u>14,400,374</u>	<u>159,267</u>	<u>14,559,641</u>	<u>15,364,320</u>

NON-EXECUTIVE COUNCIL MEMBERS

	Honorarium	Expense Allowance	Total	Total
Dr DM Mabunda (Chairperson)	74,068	38,612	112,680	39,760
Ms C Mabuza (Deputy Chairperson)	27,914	-	27,914	42,219
Mr GP Els	11,155	-	11,155	13,016
Dr BL Kgobane (term ended 14 August 2018)	-	-	-	8,229
Ms C Ledwaba	47,409	-	47,409	60,115
Ms IM Mahlangu (term ended 14 August 2018)	-	-	-	36,706
Mr MM Maimane (term ended 14 August 2018)	-	-	-	24,808
Ms I Makwetla (term ended 14 August 2018)	-	-	-	4,998
Mr A Mashego (term ended 14 August 2018)	-	-	-	23,178
Dr X Mkhwanazi (term ended 14 August 2018)	-	-	-	3,020
Ms L Mohlala (term ended 14 August 2018)	-	-	-	4,998
Mr TG Mokoena	58,577	-	58,577	35,453
Prof RTG Nhlapho	29,301	-	29,301	15,809
Prof SS Ripinga	47,608	-	47,608	22,906
Dr NJ Tshawane (term ended 14 August 2018)	-	-	-	17,576
Adv JC Weapond (term ended 14 August 2018)	-	-	-	3,231
Mr JN Aling (appointed 2 February 2018)	30,690	-	30,690	17,273
Mr OM Galane (appointed 10 October 2018)	44,634	-	44,634	12,910
Mr MMC Khoza (appointed 4 August 2018)	16,733	-	16,733	10,328
Mr MD Nkosi (appointed 4 August 2018)	16,527	-	16,527	-
	<u>404,616</u>	<u>38,612</u>	<u>443,228</u>	<u>396,533</u>

	2019 R	2018 R
28. RELATED PARTIES		
Relationships		
The university is ultimately accountable to the Department of Higher Education and Training (DHET) in terms of the Higher Education Act, 1997 (Act 101 of 1997). Transactions with the DHET are also disclosed in note 7 and 8.		
UMP is the successor in title to the National Institute of Higher Education (NIHE) of Mpumalanga, which activities ceased at the end of 2014. Qualifying students registered at the UMP receives bursaries from both NSFAS and Funza Lushaka.		
RELATED PARTY TRANSACTIONS		
Government grants from the DHET - operational	381,389,514	328,424,834
Government grants from the DHET - assets	68,164,877	42,178,701
Conditional grant received from the DHET - Infrastructure	665,948,000	638,508,000
Funza Lushaka bursaries received for qualifying students	31,763,616	31,252,932
NSFAS bursaries received for qualifying students	177,493,842	122,356,425
	<u>1,324,759,849</u>	<u>1,162,720,893</u>
Related party balances		
Deferred income from DHET	1,329,655,875	865,309,949
Current portion of Deferred income	125,115,332	98,556,690
Conditional grants	1,219,972,983	1,084,695,054
NSFAS (Creditors) balance	(39,052,662)	(18,131,728)
Funza Lushaka Debtors balance	193,657	193,657
	<u>2,635,885,186</u>	<u>2,030,623,622</u>

29. RISK MANAGEMENT

Capital risk management

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

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

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

Financial risk management

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

Liquidity risk

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

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

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

Less than one year		
Trade and other payables	<u>125,782,954</u>	<u>89,733,696</u>

	2019 R	2018 R
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 2019, if interest rates on cash and cash equivalents had been 0.5% higher/lower with all other variables held constant, the deficit for the year would have been R2.421m (2018: R2.190m) higher/lower.

Credit risk

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

30. GOING CONCERN

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

31. SUBSEQUENT EVENT

Nature of event

In response to the detection and spread of the COVID-19 pandemic in South Africa, the South African President announced that the country would commence with a national lockdown starting on the 27 March 2020. The President had announced that the country would go to Level 3 from the 1 of June 2020. The UMP plans to commence with contact learning of the final year students on the 29 June 2020 in terms of the conditions of Level 3.

The COVID-19 pandemic is considered to be a non-adjusting event given that the pandemic arose after 31 December 2019.

Financial impact

Devices, data, ICT software and hardware to enable remote Teaching and Learning
Development, distribution and deployment of multimodal learning, teaching and assessment materials
Capacity development of students and academics and of professional staff and administrative staff who support teaching and learning
Total budget expenses for COVID-19

42,229,477	-
2,251,398	-
62,200,000	-
106,680,875	-

University ring fenced funds reprioritised to fund this expenditure

Capitalised interest of DHET infrastructure funds
University Capacity Development Grant
Total Proposed Reprioritized Income

145,777,772	-
3,878,706	-
149,656,478	-

	Notes	2019 R	2018 R
INCOME FROM STUDENTS	12	122,246,257	81,181,399
Application fees		1,587,395	1,082,945
Residence fees		14,557,891	13,556,549
Tuition fees		106,100,971	66,541,905
OTHER INCOME		494,414,723	406,647,952
Government grants - subsidy	11.1	381,389,514	328,424,833
Government grants - assets	11.2	68,164,877	42,178,701
Donations received	13	319,494	(230,737)
Interest received	14	39,454,058	29,886,800
Rental income - staff housing		422,836	321,828
Sales of goods and other services		4,663,944	6,066,527
TOTAL INCOME		616,660,980	487,829,350
OPERATING EXPENSES (Refer to page 29)		531,185,560	419,398,696
SURPLUS FOR THE YEAR	15	85,475,420	68,430,654

OPERATING EXPENSES	531,185,560	419,398,696
Advertising and marketing	6,401,148	6,121,096
Auditors remunerations - external	946,968	1,094,978
Auditors remunerations - internal	3,485,072	2,689,939
Bank charges	431,228	474,083
Catering and refreshment expenses	4,470,354	3,307,453
Cleaning	3,896,487	2,890,497
Communication costs	455,237	532,354
Conferences and workshops	1,486,075	1,424,414
Depreciation, amortisation and impairments	65,191,090	43,857,499
Employee costs	264,530,815	221,654,381
Examination expenses	1,179,269	169,475
Fines and penalties	57,350	-
Information Communication and Technology cost	9,299,406	6,006,434
Infrastructure contribution	10,357,701	3,480,174
Insurance	2,749,877	1,743,441
Legal fees	14,974,742	8,685,892
Loss on decommissioning of assets	527,197	-
Motor vehicle expenses	2,062,406	1,890,582
Municipal services	36,954,661	21,895,611
New Generation Academic Programme Expenses	7,134,419	5,111,973
Office supplies	1,774	2,668
Other expenses	753,856	1,074,290
Printing and stationery	3,664,080	2,964,076
Professional services	8,889,156	6,504,348
Provision for bad debts	15,914,512	2,865,106
Programme costs	1,430,399	1,440,692
Protective clothing	240,392	18,259
Recruitment costs	845,052	1,262,701
Rental of buildings	740,048	-
Rental of equipment	918,865	1,226,125
Repairs and maintenance	10,688,767	8,115,463
Residence expenses	1,875,238	4,620,691
Security and safety	14,358,895	22,395,768
Service fees	208,054	586,846
Small equipment	279,785	1,827,475
Staff development	474,373	(21,163)
Student support services	4,663,114	4,240,882
Subscriptions	1,954,297	3,122,034
Training	1,649,710	2,565,715
Travel and accommodation - international	1,647,412	1,073,343
Travel and accommodation - local	11,705,584	8,435,520
University Capacity Development Grant	11,690,696	12,047,579

ANNEXURE 1



LIST OF POLICIES APPROVED BY COUNCIL IN 2019

1. Timetable Policy
2. Naming Policy
3. ICT Change Management and Control Policy
4. Policy on the Promotion Development and Recognition of Excellence for Staff at Post Level 1-4
5. Policy on the Management of Leave (Revised)
6. Student Death and Funeral Policy (Revised)
7. Facilities and Venue Booking Policy (Revised)
8. Policy on the Accreditation of Private Accommodation (Revised)
9. Pass by link Policy (Revised)
10. Policy on UMP Vice-Chancellor Scholarship Programme (Revised)
11. Policy on Post-Postdoctoral and Fellowships (Revised)
12. Policy on Conference Attendance (Revised)
13. Policy on Research Support (Revised)

ANNEXURE 2

ANNUAL PERFORMANCE PLAN 2019

SECTION:

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UNIVERSITY OF MPUMALANGA: 2019 ANNUAL PERFORMANCE PLAN (APP)

1. ENROLMENT PERFORMANCE (2019) AGAINST MINISTERIAL APPROVED TARGETS

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

Actual	Target (2019) Percentage or total number	Performance indicators for 2019	Reason for deviation
A. Access			
<u>Headcount totals</u>			
First-time entering undergraduates	1430	1547	The University launched 8 new programmes in 2019 and this allows UMP to enroll more students than initially planned.
Headcount enrolments	3103	3467	The University launched 8 new programmes in 2019 and this allows UMP to enroll more students than initially planned.
Headcount enrolments (Foundation Provisioning)	0	0	/
Headcount enrolments total UG	3085	3428	The University launched 8 new programmes in 2019 and this allows UMP to enroll more students than initially planned.
Headcount enrolments total PG	18	39	The University was able to admit more students than initially planned into two Honours degrees.
Enrolments by Major field of study			
Science, engineering, technology	1850	1997	6 of the 8 new programmes were in SET and we were able to accept more students than initially planned.

Business/ management	590	740	This deviation is a result of the reallocation of B Development Studies from other Humanities to Business/ Management
Education	413	413	/
Other humanities	250	317	The BA was able to accept more students than initially planned
Distance education enrolments	0	0	/
B. Success			
Graduates UG	579	495	The deviation is due to a lower than predicted success rate in some qualifications.
Graduates PG	15	36	We were able to accept more students into Honours programmes at the start of 2019 and this has resulted in a larger number of graduates than initially planned.
<u>Undergraduate output by scarce skills</u>			
Engineering	0	0	/
Life and physical sciences	479	302	The deviation is due to a lower than predicted success rate in some qualifications.
Animal and human health	0	0	/
Teacher education	100	95	The completion rate was slightly lower than the usual.
Success rate	18.7%	14,3%	The deviation is due to a lower than predicted success rate in some qualifications.

C. Efficiency			
<u>Instructional/ Research Professional Staff including part time staff</u>			
Headcount of permanent instructional/ research professional staff	124	125	The target was achieved.
% Staff with doctoral degrees	32%	43,2%	Recruitment of new staff with doctoral degrees has exceeded our target.
Number of nGAP staff	14	13	One nGAP staff member applied for and was appointed to a lecturer level post at UMP.
Ratio of FTE students to FTE instructional/ research staff	23.7:1	26.0:1	This is greater than the target because the University has used a number of non-permanent staff during the year while recruitment processes are underway.
D Research Output			
Publication units per I/R staff	0.6	0.7	The target was achieved.
Research master's graduates (Weighted)	N/A	N/A	The University expects its first Master's graduates in 2020.
Doctoral graduates (Weighted)	N/A	N/A	New University.

2. EARMARKED GRANTS

TABLE 2: EARMARKED GRANTS FOR 2019 (FUNDING ENVELOPES AND INFRASTRUCTURE PROJECTS)

Grant	Earmarked allocation (Rands)	Year -Expenditure	Year indicator as per the APP	Progress (Explanation on variations and steps to be taken to improve performance if target is not met)
University Capacity Development Grant	R 13 856 002.00	R11 690 696.00	100% expended	15,6% under expenditure resulted from some projects being postponed until 2020, other projects being undertaken by university employees and other projects funded by donor funding.
Foundation Provision Grant				N/A
Clinical Training Grant				N/A
Infrastructure and Efficiency Grants				N/A
Veterinary Sciences				N/A

3. A SELECTION OF UMP KEY PERFORMANCE HIGHLIGHTS AND ACHIEVEMENTS IN 2019

3.1. GOVERNANCE

Council, through its oversight function ensures legislative and legal compliance by the University. Council, and its Committees met quarterly to deal with governance matters and other statutory functions. These structures worked efficiently and made significant contributions to the UMP governance. The process to reconstitute Council continued in 2019 in line with the Statute of the University. The EXCO of Council completed the questionnaire on the performance of Council from DHET. The results suggested that Council was performing its fiduciary duties effectively. The Chair of Council continued to provide the requisite leadership at Council. Council approved 13 policies (new and revised) in 2019.

The Executive Management of the institution supported Council to ensure that the University complied with all the reporting timelines by the Department of Education and Training and other organs of State. 2019 marked the beginning of second terms of office of three of the members of Executive Management.

The Institutional Forum kept its mandate of ensuring that it advises Council on matters defined by the Higher Education Act. A new Chairperson was elected for the Institutional Forum. The Institutional Forum contributed to the transformation agenda of the institution.

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

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

The Governance, Finance and Investment Committee is responsible for governance-related matters including matters pertaining to Student Leadership. The Committee provided oversight on finance and investment matters.

3.2. TEACHING AND LEARNING

Development of the Programme Qualification Mix (PQM)

In 2019 the University launched eight new qualifications (three advanced diplomas, one degree, two honours degrees and two Master's degrees) bringing the total number of qualifications for 2019 to 20. This total includes four diplomas, five advanced diplomas, seven bachelor's degrees, two Honours degrees and two Master's degrees. Of these qualifications, 12 are in Science, Engineering and Technology (SET), five are in Business and Management, two are in Education, and one is in the Humanities. The development and submission of new programmes continued to be a focus in 2019 and the university received accreditation for six qualifications which will be launched in 2020. These include the Diploma in Animal production, Advanced Diploma in ICT, Bachelor of Administration, Bachelor of Science in Environmental Science, MSc in Agriculture and Master of Development Studies.

Enrolment Planning

The total enrolment at UMP increased from 2492 in 2018 to 3467 in 2019, an increase of 39%.

In 2019, the enrolment plan for 2020 – 2025 was finalised and meetings held with the Department of Higher Education and Training to discuss crucial aspects of the plan including the launch of programmes in the health sciences.

This enrolment plan will see the University introduce new undergraduate and postgraduate qualifications and it will see the University grow to about 9000 students in 2025 who will be registered in one of as many as 80 different qualifications.

Graduation

The University held its 4th Graduation Ceremony on 11 May 2019 at which 206 Diplomas awarded, 165 Degrees and 39 Advanced Diplomas conferred. The ceremony, which was officiated by the Vice Chancellor, marked the completion of our first cohorts of students in the Advanced Diploma in Agriculture in Agricultural Extension and the Advanced Diploma in Hospitality Management.

Student academic performance

In 2019, the academic performance of students was generally good and the pass rate was slightly higher (87.8%) than in the preceding year. The University target pass rate is 85%. As usual, the performance of students in the June and November examinations varied between programmes and between modules within a programme.

Quality Assurance and Enhancement

In 2019 the University implemented the Quality Assurance Framework and Manual for the academic project. The Internal Auditors conducted the auditing of the academic Quality Assurance Framework. The Deputy Vice-Chancellor: Academic provided Senate with reports at the quarterly meetings of Senate.

Staffing

The University was awarded a further five nGAP posts in Accounting, Agronomy, Indigenous Knowledge Systems, Sociology and Agricultural Economics. These posts have been filled in line with the stipulations of the Department of Higher Education and Training. 18 new academic staff members were appointed and the percentage of staff with a doctorate increased to 43%. This was achieved through the recruitment of staff with doctoral degrees and the completion of PhDs by the existing staff compliment. This was possible through the concerted efforts by UMP to build the research capacity of staff.

The University participated in the DHET Future Professor's Programme and one of the nominated staff members, Dr Ndlovu, was successful. The Programme is intended to build capacity of academic staff who have potential to reach the ranks of the Professoriate.

Academic Support for Teaching and Learning

The programme of academic support for staff continued through 2019 with workshops that focused on teaching and learning in higher education, the use of ICTs in teaching and learning, curriculum development and assessment and the management and assessment of workplace-based learning. These workshops were offered on both campuses.

The University continued to encourage staff to enroll for postgraduate studies in higher education and 14 staff were registered at Rhodes University for the PGDHE and four staff were registered for the Higher Certificate in Vocational Teaching offered by Tshwane University of Technology and Haaga-Helia University in Finland. During 2019, 7 staff completed the PGDHE and four staff completed the Higher Certificate.

In 2019, the University made its first awards to recognize staff who had excelled in teaching and learning during the previous year. This is in line with the University policy for the recognition of outstanding contributions to teaching and learning at UMP. The policy allows for awards to emerging academics, to established academics and to teams.

In 2019 awards were made to Dr Woudi von Solms and Dr Liaan Minnie in the category of Faculty Based Emerging Teacher of the Year. Both award winners were recognised for their leading contribution in the application of a diverse range of teaching strategies, including the use of technology to support teaching and learning, and their willingness to assist their colleagues with the use of technology and blended learning.

Ms Lungile Tshitshi obtained her Masters' degree in Microbiology from North West University. Four staff members obtained their Doctoral degrees during this reporting period: Dr Woudi von Solms graduated with a Tourism Degree from North West University; Dr Norwell Zhakata obtained an Informatics degree from University of Pretoria; Dr Humphrey Khwidzhili obtained his doctoral degree in Agricultural Extension and Rural Management from University of KwaZulu - Natal and; Dr Kelly Steinke graduated with an English degree from University of North West.

Dr Inam Yekwayo spent four months as a visiting scholar at Harvard University as part of the partnership between the University of Mpumalanga and Harvard University.

Recognition of Student Achievement and Graduation

The third Academic Excellence Awards Ceremony was held on 10 May 2019 and was attended by members of Council, Senate, Stakeholders, University staff and family and friends of the award winners. At this ceremony the University

recognised the achievements of the top students and the 38 new Vice-Chancellors Scholars.

The following day the University held its fourth graduation ceremony, and the second to be held on the Mbombela Campus. At this ceremony, the Vice-Chancellor awarded and conferred degrees and diplomas on 408 students (58% female), including students from our first cohorts of the Diploma in Nature Conservation, the Bachelor of Development Studies and Advanced Diploma in Hospitality Management. There was a 60% increase in the number of graduating students from 2018.

Two students from the Bachelor of Science in Agriculture attended a summer school at Dalhousie University in Canada and two students from the Advanced Diploma in Nature Conservation participated in Study Abroad programme with students from the University of Western Sydney, in the Kruger National Park.

3.3. RESEARCH AND KNOWLEDGE GENERATION

Research capacity development and productivity continued to be a priority at UMP in 2019. Staff members received support (financial and mentoring) for postgraduate studies undertaken at various universities in South Africa, national and international conference and for workshop attendance and publications of research output. Seventy two staff attended Conferences in 2019; 7 staff members received research support funds ranging from R22,686.00 to R30,000.00 each; 3 Post-doctoral Fellows were engaged in 2019; and page fees were paid for 27 Journal publications.

Five academic staff obtained their postgraduate degrees during this reporting period: Ms Lungile Tshitshi obtained her Masters' degree with Distinction in Microbiology from North West University. Four staff members obtained their Doctoral degrees. These were Dr Woudi von Solms who graduated with a Tourism Degree from North West University; Dr Norwell Zhakata obtained an Informatics degree from University of Pretoria; Dr Humphrey Khwidzili obtained his doctoral degree in Agricultural Extension and Rural Resource Management from University of KwaZulu Natal and; Dr Kelly Steinke graduated with an English degree from University of North West. Dr Mduduzi Ndlovu was selected to participate in the Future Professors Programme by DHET.

Research Training and Development

Financial support for our postgraduate students (Honours in Agricultural Extension and Development studies) was sourced from NRF and 10 Honours students received bursaries from NRF. Other postgraduate studies (Masters', doctoral and Post-doctoral Fellowships) were financed through national and international organizations linked to the NRF, DST and DHET. Dr Inam Yekwayo was a visiting Scholar at the Harvard University Center for African Studies,

February to May 2019 and was also awarded an NRF Competitive Support for Unrated Researchers, 2019 to 2021. Ms Ayanda Shabalala who received the NRF-FRF Doctoral sabbatical Grant was with University of Johannesburg in 2019 on sabbatical to complete her PhD.

Four UMP researchers who submitted for evaluation and rating in 2018 and 2019 received positive results. Professor Thoko Mayekiso submitted for evaluation in 2018 and was re-rated in 2019 for another 5 years. Drs Mduduzi Ndlovu, Gordon O'Brien and Julia Giddy applied for rating in 2019 and were successful. The number of rated researchers has increased from 5 to 7: three C2s, three C3s and a Y2 ratings.

Partnerships

The University of Mpumalanga has maintained its relationship with its strategic partners in support of our strategic plan. The University hosted six international visitors from Africa, Europe and America during the reporting year. Two students from Friedrich-Alexander-Universität Erlangen-Nürnberg, Germany spent a semester at UMP attending lectures at the School of Development Studies. This was the first time for UMP to enrol Study Abroad students. Students from University of Minnesota were also involved in Nature Conservation Projects monitored by UMP for 2 weeks in kwaZulu-Natal.

Resource Mobilization

The UMP received grants from the NRF/ DST, NRF/FRF, NRF/NSFAS, NEMISA, Oak Foundation, WIOMSA, WRC, LaTFURE and FH Joanneum University to the value of R5,721,756.12 for research purposes, students' bursaries, CoLab establishment, Research Fellow support and collaboration with partners.

Research outputs

The University attained 49.3319 units from journal articles, book chapters and conference proceedings. This was an increase of 26.1419 units from the 23.19 units awarded in 2017. One hundred and twenty seven journal articles in DHET accredited journals, 17 conference papers in accredited conference proceedings and 4 book chapters in 2019 have been audited for submission to DHET in June 2020. The audited total units claimed is 76.2818 resulting from 67.4068 from Journal articles, 6.458 from Conference Proceedings and 2.4167 from Book Chapters.

3.4. NEW INFRASTRUCTURE

The university completed construction of the following buildings during the year 2019;

- a. NBP0008: Conference and Wellness Centre
- b. NBP0013: Residential, Dining and Student Support Building and the landscaping surrounding the building

In addition to the buildings the university embarked the development of key infrastructure services at the Hill and Orchards Campus. These include Electrical and Civil Engineering Infrastructure. The following projects reached advanced stages of completion as of 31 December 2019

- a. SIP2001a – Civil Package 1: South Road and Associated Services
- b. SIP0002b – Civil Package 2: Orchard Campus and Associated Services
- c. SIP2001c Civil Package 3: Hill and Orchards Campus Central Infrastructure and Services
- d. SIP2001d: Civil Package 4: Boschrand and Watercourse Upgrade
- e. SIP2002a: Electrical Package 1: Supply Delivery and Installation of MV Switchgear at the Hill and Orchards Campus
- f. SIP2002b: Electrical Package 2: MV and LV and Reticulation for Hill and Orchards Campus
- g. SIP2002c: Building Package 1: Construction of MV Switchgear Buildings

The construction of the following projects has reached an advanced stage:

- a) NBP0012: Science Research Facilities

The following Hill and Orchards Campus Infrastructure Development contracts were awarded as at 31 December 2019:

- a. BIP0004 – Construction of the 20MVA Substation
- b. NBP0019 – Construction of the ICT and Security Building
- c. NBP0021 – Construction of the Academic and Archive Building
- d. SIP1006 – Civil Engineering Infrastructure for South Campus

Projects under procurement during the 2019 year include;

- a. NBP0022 – Irrigation Laboratory
- b. SIP1002 – South Campus Electrical Infrastructure

Detailed designs are currently in progress for the following projects

- a. LMS001 – Load Management System
- b. NBP0031 – Student Pavilions & South Campus Drop-off Facility

ANNEXURE 3



2019 ANNUAL PERFORMANCE PLAN CONSOLIDATED REPORT

ACTIVITY AREA 1: GOVERNANCE AND STRATEGIC LEADERSHIP AND MANAGEMENT

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

Performance Objectives	Performance Target Dates	Implementation Measures	Actual Performance	% Deviation
1.1 Develop and Implement an effective and efficient Multi-Campus Management Model.	31 December	Conduct an evaluation of the implementation of the multi-campus management model.	Achieved The evaluation of the implementation of the Multi-Campus Management Model was conducted in December 2019 and the report was submitted to EMANCO.	Nil
1.2 Develop an academic structure in support of UMP academic mandate.	30 November	Monitor the functioning of the academic schools in terms of governance.	Achieved <ul style="list-style-type: none"> The functioning of the academic schools was monitored based on reports submitted to Senate via the Faculty Boards. The establishment of the School of Social Sciences was approved by Senate on 1 November 2019. 	Nil
1.3 Develop an effective framework for ethical and sound governance and management at UMP.	30 November	<ul style="list-style-type: none"> Two workshops on transformational leadership for EMANCO. Four workshops on transformational leadership for middle management. 	Achieved <ul style="list-style-type: none"> Workshops on Transformational Leadership for EMANCO were conducted on 21 August and 14 October 2019. Workshop on Transformation leadership for Middle Management were held on 15, 16, 17 and 18 October 2019. 	Nil

1.4	Establish systems and processes to ensure regulatory compliance and risk management at all institutional levels.	31 December	Update the Audit, Risk and IT Governance Matrix quarterly.	Achieved The Audit, Risk and IT Governance Matrix were submitted quarterly to ARIGC on 28 February, 6 June, 3 September and 19 November 2019.	Nil
		31 December	Align institutional structures and processes with the UMP Statute.	Achieved Membership of Council, Senate and IF were aligned with UMP Statute.	Nil
		30 September	Institutional Risk Register review.	Achieved The Institutional Risk Register was reviewed on 25 September 2019 facilitated by the Internal Auditors.	Nil
		Quarterly	Risk Management Reports submitted quarterly to ARIGC.	Achieved The Risk Management Reports were submitted quarterly to ARIGC on 28 February, 06 June; 03 September and 19 November 2019.	Nil
		30 June	Submission of 2018 Annual Report to DHET.	Achieved The 2018 Annual Report was submitted to DHET on 30 June 2019.	Nil

ACTIVITY AREA 2: RESEARCH AND KNOWLEDGE GENERATION

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

Performance Objectives	Performance Target Dates	Implementation Measures	Actual Performance	% Deviation
2.1 Provide an enabling policy and funding framework for research to improve research quality and productivity.	31 December	Review policies, identify areas for revision and identify any gaps in the policy framework.	Achieved Three Reviewed Research Policies (Policy on Conference Attendance; Policy on Research Support and Policy on Postdoctoral and Research Fellowships) approved by Council on 29 November 2019.	Nil
	31 May	Submission of 2018 DHET Research Output Report to DHET.	Achieved 2018 DHET Research Output Report submitted to DHET on 14 May 2019.	
2.2 Provide appropriate research and innovation infrastructure and support.	31 March	Meet with new staff to ascertain research needs.	Achieved <ul style="list-style-type: none"> • Eleven new academics expressed their research needs and were informed of Research Policies and how to access and receive assistance from the Research Division on 5, 12 and 25 February 2019. • SPSS Licenses installed in April for use by staff and students. 	Nil

2.3	Promote, recognise and reward research and innovation excellence.	31 December	Research Excellence Awards held.	Achieved 2019 Research Excellence Awards Ceremony held on the 18 December 2019: Prof T Mayekiso received an award for NRF re-rating.	Nil
2.4	Increase and diversify external and internal financial resources available to support research-related activities.	31 December	Increase funding by 10%.	Over achieved <ul style="list-style-type: none"> • R752 661.20 received from WRC for the Research Project led by Dr G O'Brien. • US\$49 147 (R740,000) from WIOMSA for Research Project led by Dr G O'Brien. • R60,000 from NRF for Prof T Mayekiso and Dr M Ndlovu NRF Rated Researchers. • R760,000 from NRF/NSFAS for Honours students. • R100,000 from NRF for the 39th Zoological Society of South Africa Conference applied for by Dr Liaan Minnie. • R 447,666.00 from NRF for Dr Otang Mbeng Projects. • R171,598 from NRF for Dr Inam Yekwayo Research Project. • R276,945 from NRF for Ms A Shabalala NRF/FRF Sabbatical leave. • R50,000 from NRF for UMP Knowledge Interchange Collaboration Applicant (Dr I Agholor). 	Nil

		31 December	Increase range of funders by 10%.	<ul style="list-style-type: none"> • R180,000.00 from NRF for Post-Doctoral Fellow (Dr Jonas Sagbo). • R1.396 m from Oak Foundation for Research Fellow (Dr D Cawthorn). • R90,000 from NRF for nGAP Scholars' research. • R500,000 from NEMISA for ICT Project. • LaTFURE Project Euro 8000.00 (R132,000.00). • Euro 4,055.37 (R64,885.92) from FH Joanneum University for staff exchange. <p>Total Grant received in 2019 = R5 721 756.12</p> <p>Identified New Funders in 2019 are: WRC; Global Change Funding; WIOMSA, EU (ELEPHANT and FH Joanneum University Erasmus+ Projects); SEDA; BRICS; Oak Foundation.</p>	
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Goal 2: Develop and sustain the research capacity of staff and students

2.5	Attract, nurture and develop research potential and talent.	30 June	4 NRF Interns appointed.	Achieved 5 NRF interns appointed at UMP.	Nil
		31 December	1 Report on Research progress and registration of new nGAP staff.	Achieved Report on Research mentorship for nGAP staff available at the Research Office.	Nil

		31 December	1 Report on staff registered for Masters' and Doctoral degrees.	Achieved <ul style="list-style-type: none"> • Progress Reports from supervisors of staff registered for postgraduate studies submitted to the Research Office. • Masters' and Doctoral degrees obtained in 2019: 1 Masters (Ms L Tshitshi) and 4 Doctoral degrees (Drs W von Solms, N Zhakata, H Khwidzhili and K Steinke). 	Nil
2.6	Provide support to emerging researchers and staff who are postgraduate students and Postdoctoral fellows to become research active.	31 December	Research mentorship programmes for emerging researchers will be implemented.	Achieved <ul style="list-style-type: none"> • 72 staff members attended national and internal conferences. • 27 applications were approved for Publication fees payment. • 7 applications were approved for Research Support Grant. • 1 application was approved Institutional Research Theme Project. • Two training workshops on Higher Education Dual Education System facilitated by two LaTFURE partners. • A UMP/ARC workshop was held on 5 July 2019 to bring awareness, through presentations, to partners on what and how collaboration would be strengthened. • 2 Institutional Research Themes workshops conducted at UMP with external Facilitator. 	Nil

			<ul style="list-style-type: none"> • Research communities of practice seminars presented by staff. • 3 staff members obtained NRF Ratings: Drs Mduduzi Ndlovu and Gordon O'Brien obtained C2 Ratings and Dr Julia Giddy Y2 Rating. • Dr Mduduzi Ndlovu was selected for Future Professors Programme by DHET. 	
31 December	4 Seminars for emerging researchers will be held.	Over-Achieved	<ul style="list-style-type: none"> • Dr Mike Peel and Dr Mduduzi Ndlovu from FANS delivered seminars on 13 and 17 May 2019. • Dr Brand Doubell from UFS delivered a seminar on 20 June 2019; • Honourable Minister of Agriculture, Land Affairs and Rural Development, Ms Thoko Didiza presented a seminar on 16 August 2019. • Professor Martin Hill from the Centre for Biological Control, Rhodes University presented a seminar on 24 October 2019. • Mr Jacques Fortuin (NEMISA), Prof Tembisa Ngqondi (UMP) and Ms Sekgana Makhoba (MICT) presented a paper at the UMP and the National Electronic Media Institute of South Africa workshop on Cyber Security on 4 November 2019. 	Nil

	31 December	Research proposal writing workshops for both MA and PhD candidates, research methodologies, as well as writing for publications workshops will be held.	Over-Achieved <ul style="list-style-type: none"> • Training Workshops in Honours, Masters and Doctoral Research Proposal Writing; • Developing the Publishing Capability of Early Career Researchers; • Research Methods, Methodology and Data Analyses; • Post Graduate Supervision; • Research Ethics workshop; • Institutional Research Themes Workshop. 	Nil
	31 December	Host 4 seminars and lectures based on topical books to the whole university community.	Achieved <ul style="list-style-type: none"> • A seminar based on the book "<i>This Land is Ours</i>" presented by Advocate T Ngcukaitobi held on 27 February 2019. • A seminar based on the book "<i>Decolonising the African University, Knowledge Systems and Disciplines</i>" presented by Professor Sabelo Ndlovu-Gatsheni from UNISA held on 10 April 2019. • A seminar based on the book "<i>The History of Emaswati in South Africa</i>" presented by Ms Josephine Mlotshwa on 30 September 2019. • A Book titled "<i>Dreams and Visions</i>" by Mr Sabelo Mahlalela launched on 17 October 2019 at UMP. 	Nil

		31 July	Host 2 Writing Retreats for UMP researchers in January and July to increase research outputs.	Achieved Two writing retreats held on 07-11 January 2019 and on 01-05 July 2019 at Kruger Park Hazyview and The Bongani Mountain Lodge, Malelane, respectively.	Nil
2.7	Create a culture of research in undergraduate students.	31 December	Create short research internship opportunities for undergraduate students.	Achieved 9 Senior Academics were identified to provide research internship opportunities to 13 undergraduate students.	Nil

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

2.8	Establish and expand research partnerships, collaborations, networks and linkages nationally and internationally.	30 June	Updated database of collaborators.	Achieved Database of UMP possible collaborators/ partners networks and linkages revised and updated.	Nil
		31 December	Formal linkages with signed MoUs with 2 National and 2 International partners.	Achieved <ul style="list-style-type: none"> • MoU signed with UNIVEN on 18 September 2019. • Memorandum of Collaboration signed with Grand Polytechnic Institute on 12 December 2019. • MoU signed with Charles Sturt University, Bathurst, Australia on 20 July 2019. • MoU signed with Igbinedion University Okada, Nigeria on 22 November 2019. 	Nil

ACTIVITY AREA 3: TEACHING AND LEARNING

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

Performance Objectives	Performance Target Dates	Implementation Measures	Actual Performance	% Deviation
3.1 Develop an academic plan that will inform underpin and support all academic activity.	30 September	Mid-year report on implementation of the Quality Assurance (QA) framework submitted.	Achieved Mid-year report completed.	Nil
	31 December	End of year report on implementation of QA framework submitted.	Achieved End of year report completed on 28 December 2019.	Nil
	31 October	Mid-year report on University Capacity Development Plan (UCDP) compiled.	Achieved The mid-year report was compiled.	Nil
	31 December	End of year report on UCDP submitted for approval by DVC A for submission to Senate in Q1 2020.	Achieved End of year report completed on 20 December 2019.	Nil
3.2 To conceptualise, develop and launch new qualifications that will both stand alone and support articulation within UMP and between institutions.	31 December	Submit applications for 6 new qualifications to DHET.	Achieved The following new qualifications were submitted to DHET: 1. Bachelor of IOT submitted to DHET on 29 April 2019. 2. Postgraduate Diploma in Agriculture submitted to DHET on 29 November 2019. 3. Bachelor of Arts Honours in English submitted to DHET on 15 November 2019.	Nil

		<p>4. BSc Honours in Entomology submitted on 09 October 2019.</p> <p>5. BSc Honours in Ecology submitted on 09 October 2019.</p> <p>6. Resubmission of BA Honours in Geography on 09 December 2019.</p> <p>7. Postgraduate Diploma in Agriculture submitted to DHET on 29 November 2019.</p>	
31 December	Submit applications for 4 new qualifications to CHE.	<p>Over-Achieved</p> <p>The following new qualifications were submitted to the CHE:</p> <p>1. Bachelor of Administration submitted on 7 June 2019.</p> <p>2. Advanced Diploma in ICT submitted on 5 April 2019.</p> <p>3. Diploma in Animal Production submitted on 30 April.</p> <p>4. Diploma in Tourism Management submitted on 03 January 2019.</p> <p>5. Postgraduate Diploma in Nature Conservation submitted on 21 July 2019.</p> <p>6. Bachelor of Arts Honours in English submitted to DHET on 15 November 2019.</p> <p>7. Master of Science in Agriculture submitted on 23 May 2019.</p>	Nil

3.3	To support the use of diverse modes of programme delivery both within and between campuses.	30 September	Present one workshop on how to record lectures for uploading to Moodle at Siyabuswa and at Mbombela campuses in Q1 and one in Q 3.	Achieved Workshop on how to record lectures and upload to Moodle held as follows: <ul style="list-style-type: none"> • Siyabuswa 17 March 2019. • Mbombela 19 March 2019. Workshops were presented as follows: <ul style="list-style-type: none"> • Siyabuswa 18 September 2019. • Mbombela 30 July 2019. 	Nil
		30 June	Develop plans for state of the art teaching classroom at Siyabuswa.	Achieved A working group was established and plans prepared.	Nil
3.4	To provide formal exposure to the work environment through inclusion of internships and WIL in our qualifications and thus improve employability.	30 June	Report on the review of the provision of WIL in all diplomas submitted and approved by the DVC A.	Achieved Report on the review of the provision of Work integrated Learning in all diplomas presented to Teaching and Learning Committee of Senate on 24 May 2019.	Nil

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

3.5	To provide support through the programme of Academic Staff Support for Teaching and Learning (PASS for T&L) that includes support for curriculum development, assessment of teaching and learning, and teaching methods.	31 March	2019 calendar for PASS for T&L for both campuses approved by DVC A.	Achieved 2019 calendar for PASS for T&L for both campuses was approved on 25 January.	Nil
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	31 December	One academic development module presented on both campuses each quarter.	<p>Over-Achieved</p> <p>Siyabuswa:</p> <ul style="list-style-type: none"> • Peer evaluation of Teaching on 31 January 2019. <p>Mbombela:</p> <ul style="list-style-type: none"> • Peer evaluation of teaching on 15 & 18 January 2019. • Academic induction on 15 February 2019. • Teaching & Learning in higher education on 20 February 2019. <p>Siyabuswa:</p> <ul style="list-style-type: none"> • Lecture capture, loading on Moodle, setting m/c questions and online quizzes on 24 April 2019. <p>Mbombela:</p> <ul style="list-style-type: none"> • Lecture capture, loading on Moodle, setting m/c questions and online quizzes on 17 April 2019. • Assessment and moderation of learning on 13 May. • Teaching large classes on 27 May 2019. <p>Siyabuswa:</p> <ul style="list-style-type: none"> • A workshop on enhancing reflective practice through teaching portfolio development was held on 19 September 2019. <p>Mbombela:</p> <ul style="list-style-type: none"> • A workshop on enhancing reflective practice through teaching portfolio development was held on 2 August 2019. <p>Workshops were held on the assessment and moderation of learning was held on 13 November 2019.</p>	Nil
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3.6	To promote recognise and reward excellence in teaching.	30 June	School T&L champions identified, reported to TLCS and supported.	Achieved Ms D. Naidoo, Dr W von Solms and Dr L Minnie were identified and supported to apply for teaching excellence awards.	Nil
3.7	To attract, nurture and develop academics as reflective practitioners.	30 June	Opportunities created for staff to undertake formal postgraduate higher education qualifications.	Achieved Dr O Mhlanga, Dr F Niyimbanira, Dr N Ngomane and Dr I Yekwayo participated in the TUT: Haaga-Helia (Haaga-Helia University in Finland) with a contact session in Pretoria from 01-05 April 2019.	Nil
3.8	To provide a policy and support for the use of multimedia and ICTs in teaching and learning.	31 December	Present two workshops on use of Moodle, one in Q1 and one in Q 3 on each campus.	Achieved <ul style="list-style-type: none"> • Workshops on the use of Moodle were held at Siyabuswa on 17 March 2019 and Mbombela 19 March 2019. • Workshops on the use of Moodle were held at Siyabuswa 18 September 2019 and Mbombela 30 July 2019. 	Nil

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

3.9	To accept a range of minimum entrance requirements including Recognition of Prior Learning.	31 December	All new qualifications will be designed to allow a range of minimum entrance requirements including RPL where appropriate.	Achieved Bachelor of Administration, Advanced Diploma in ICT, Postgraduate Diploma in Nature Conservation, Postgraduate Diploma in Hospitality Management, Postgraduate Diploma in Agriculture and the bachelor of Arts Honours in English	Nil
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				include RPL in their entrance requirements.	
3.10	To provide a scaffolded programme of student support and mentorship.	31 March	Orientation week held on both campuses.	Achieved Orientation week took place from 4 – 8 February 2019 on both campuses.	Nil
		31 March	Programme for First year Experience approved by DVC A.	Achieved The programme was reviewed on 1 April.	Nil
		31 March	Report on the provision of academic literacy support compiled.	Achieved A report was completed and submitted to DVC: Academic.	Nil
		30 September	Report on the provision of academic literacy support submitted to Senate.	Achieved Report on the provision of academic literacy support submitted to DVC: Academic.	Nil
		31 December	One First Year Experience event held per quarter on each campus.	Achieved Siyabuswa <ul style="list-style-type: none"> • Motivational talk presented by Dr Mdhuli on 13 March 2019. • During February and March 2019, Ms Rademeyer presented English academic language proficiency lessons as per the identified theme “Eight weeks Referencing and plagiarism preventative measures”. Siyabuswa <ul style="list-style-type: none"> • Academic writing and exam preparation on 2, 9, and 16, May 2019, Mbombela <ul style="list-style-type: none"> • Study skills workshops on 10 April, 12 April, 7 May, 9 May and 10 May 2019. 	Nil

				<ul style="list-style-type: none"> • Stress management on 14 May 2019. • Study skills and examination preparation on 17 May 2019. • Time management on 21 May 2019. • Anxiety and exam preparation on 23 May 2019. <p>Siyabuswa</p> <ul style="list-style-type: none"> • Motivational talk by Mr Mtsuki on 3 September 2019. <p>Mbombela</p> <ul style="list-style-type: none"> • A seminar on Financial Literacy was held on 25 of August 2019. <p>Mentoring and tutoring activities continued as part of the first year experience on both campuses in preparation for the examinations.</p>	
3.11	To have a flexible curriculum structure that will promote success and improve completion rates and throughput.	30 April	All programmes report on the early identification of students at risk.	Achieved Faculty and School reports to the Teaching and Learning Committee of Senate included a report on the early identification of students at risk.	Nil
		31 March	All programmes have a strategy in place to support students identified as being at risk approved by DVC A.	Achieved Programmes reported on the early identification of students at risk and on support provided at the 1st Faculty and academic board meetings.	Nil

ACTIVITY AREA 4: PLANNING & INSTITUTIONAL SUPPORT

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

Performance Objectives		Performance Target Dates	Implementation Measures	Actual Performance	% Deviation
4.1	Develop systems and processes for new infrastructure development and maintenance of existing infrastructure.	31 December	Update and monitor the implementation of the 7-Year Maintenance Plan for 2019.	Achieved The 7-Year Maintenance Plan was updated on 11 March 2019. The implementation focused on maintenance of HVAC, Air conditioners, fire detection systems and First Aid kits. The plan was monitored through weekly maintenance meetings and monthly divisional reports.	Nil
			Develop and monitor the implementation of the three year Integrated Renovation Plan for both campuses.	Achieved The Integrated Renovation Plan was developed and monitored through project implementation plan for 2019 by various managers within the division. The development included the upgrade planning of three projects at Siyabuswa Campus: Flood lights, painting the Stadium and repairs to the change rooms and clearing of the basement.	Nil
		30 September	Complete the implementation of the Siyabuswa Beautification Project.	Achieved The Siyabuswa Beautification project was completed by the end of the third quarter 2019.	Nil

		30 June	Develop Dams safety procedure plan.	Achieved A Dams Safety Procedural Plan was developed during the second quarter of 2019 and approved by the Facilities Planning and Infrastructure Committee on 19 September 2019.	Nil
		31 December	Develop an electricity demand load management system.	Achieved The electricity demand Load Management System was developed and approved by the Vice Chancellor on 17 December 2019.	Nil
4.2	Provide a multifaceted environment inspiring both social and intellectual exchange in an atmosphere that is unconventional original and creative.	31 March	Complete construction of the Conference and Wellness Centre (NBP0008).	Achieved Construction of the Conference and Wellness Centre Building (NBP0008) was completed on 2 May 2019.	Nil
		30 June	Complete construction of the Residential Dining and Student Support Building (NBP0013).	Achieved Construction on the Construction of the Residential Dining and Student Support Building (NBP0013) was completed on 20 July 2019.	Nil
		31 August	Complete construction of the Science Research Facilities (NBP0012).	Achieved Construction of the Science and Research Facility (NBP0012) reached 100% completion on the 14 December 2019. Stakeholder participation on the project had caused	Nil

			delays in the project completion target set for the project. The new completion date is 28 February 2020.	
	31 October	Commence with construction of the ICT & Security Building (NBP0019).	<p>Not Achieved</p> <p>Construction for the ICT and Security Building (NBP 0019) had to be re-advertised as the initial tender that closed on 25 September 2019 resulted in no award as none of the Tenderers met the eligibility requirements of the tender. The new commencement date is 5 March 2020.</p>	5%
	31 October	Commence with construction of the Academic & Archive Building (NBP0021).	<p>Achieved</p> <p>Contract for construction of the Archive and Academic Building (NBP0021) was awarded on 10 December 2019.</p>	Nil
	31 October	Commence with construction of the Irrigation Laboratory (NBP0022).	<p>Not Achieved</p> <p>A new tender process for a confined market has been initiated. The Procurement strategy has been revised to address this challenge. The revised commencement date is 1 June 2020.</p>	5%
	15 December	Construct an integrated Civil and Electrical Infrastructure at Hill Campus to provide electrical power ring main and bulk services to the Orchard Campus.	<p>Achieved</p> <p>Constructed an integrated Civil and Electrical bulk services infrastructure at the Hill Campus to provide power ring main to the entire Campus.</p>	5%

4.3	Create social spaces for crucial conversations with both internal and external stakeholders.	15 December	Complete the construction of NBP0012, NBP0013 and NBP0008 Urban Fabric Landscaping Infrastructure.	Achieved Construction of NBP0012, NBP0013, & NBP0008 Urban Fabric Landscaping Infrastructure has been completed on 14 December 2019.	Nil
		15 December	Complete Environmental Rehabilitation of the Lower Campus.	Achieved Environmental Rehabilitation of the Lower Campus has been completed on 14 December 2019.	Nil

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

4.4	Establish effective integrated planning framework.	31 December	Improve the use of the HEDA Dashboards System.	Achieved <ul style="list-style-type: none"> • New users created, access given and support given on HEDA. • Dashboards created on HEDA for Siyabuswa (Student Headcount). • Dashboards created for Registrar's Office (Student Headcount Demographics & Applications and Admissions). • Application Requirements System (ARS) module implemented and supported for Registrar's Office. • Implemented Workload module for decision-making. 	Nil
		31 December	Improve the use of the Archibus facilities management system.	Achieved The use of the Archibus facilities management system was improved by adding 70 users (20,3%) by 20 December 2019.	Nil

		31 December	Update the New Infrastructure Projects Five Year 2015/16 to 2020/2021 Project Implementation Plan for the monitoring of delivery of projects to be aligned to the Academic Programme.	Achieved The 2015/16 to 2019/2020 New Infrastructure Projects Development Plan was updated to include 2021/2023. The plan was approved by Council on 20 June 2019.	Nil
4.5	Establish systems and processes for monitoring and evaluation.	31 December	Monitor updating of the Academic Structure.	Achieved The updating of the academic structure was monitored by centralised and limited access.	Nil
		31 December	Submit accurate HEMIS Data to DHET as per their schedule.	Achieved <ul style="list-style-type: none"> • First 2019 Student Valpac database was submitted on 31 October 2019. • First HR 2018 HEMIS Data was submitted on the 28 Feb 2019. • The 2018 Post Docs Data was submitted on the 29 March 2019. • Second student 2018 HEMIS Data was submitted on 26 April 2019. • Third and final Student 2018 Audited HEMIS Data was submitted on 31 July 2019. • The Final HR HEMIS Data was submitted on 31 July 2019. 	Nil

Goal 3 : Establish and enhance quality institutional support services

4.6	To promote and foster an environment that is conducive to the health, safety and protection of UMP internal and external stakeholders.	31 December	Monitor and report on the implementation of SHE management Plan for 2019.	Achieved The SHE management plan was implemented and monitored through GAP analysis report, quarterly and weekly SHE progress reports for 2019. The implementation focused on SHE appointments, safety files, fire drills, safety induction and Food Safety Gap Audit etc. Review of building evacuation plans, assembly points and smoking areas.	Nil
		June 30	Conduct security risk assessment for both campuses.	Achieved The security risk assessment was conducted by an independent Company on 17 and 18 May 2019 at Mbombela Campus and 19 May 2019 at Siyabuswa Campus.	Nil
		31 December	Implement the security management plan for 2019.	Achieved The security management plan was implemented and monitored through monthly and quarterly security and maintenance reports for 2019. The implementation included installation, repairs and planning for the upgrade of perimeter fences around the University.	Nil

4.7	Create and maintain quality estate and facilities informed by the needs of students and staff.	31 December	Monitor and report on the implementation of alien invasive management strategy at Mbombela Campus.	Achieved The alien management strategy was implemented and monitored through monthly divisional report for 2019. The implementation focused on removal of all alien invasive plant species and clearing of reed. Examples were Lantana camara, Tick bush, Tecoma stans, etc.	Nil
		31 December	Monitor and report on the implementation of waste management strategy.	Achieved The waste management strategy was implemented and monitored through SHE monthly and quarterly reports for 2019. The implementation included hazardous waste management, handling of general waste material and training on material safety data sheets (MSDS).	Nil
4.8	Expand ICT Infrastructure to enhance the academic project and support services.	31 December	Implement the upgrade of the ICT Infrastructure at the Siyabuswa Campus.	Achieved <ul style="list-style-type: none"> • Siyabuswa VPN was upgraded from 160Mbps to 600Mbps on 30 November 2019. • The Cutover to the new 800Mbps link was done on 12 December 2019. • Additional network points for wireless Access Points (APs) were installed in the Administration building, staff and student residences. 	Nil

			<ul style="list-style-type: none"> • Upgraded network cabinets in all buildings. • Transferred and installed a wireless controller at the Siyabuswa Campus on 06 December 2019. • Installation of the PaperCut Server for centralized printed was completed on 22 August 2019. 	
	31 March	Implement the Microsoft Azure Phase 1.	<p>Achieved</p> <ul style="list-style-type: none"> • The licenses for Azure commit were procured on the 18 January 2019. • The assessments to evaluate the readiness of the UMP server infrastructure was completed and sent to suppliers on 24 June 2019. The proposals to migrate the UMP servers to Microsoft Azure were received from Microsoft Partners. • ICT Services has completed phase one of replicating the UMP servers to Microsoft Azure on 30 September 2019. Servers that have been replicated to Microsoft Azure daily are as follows: <ul style="list-style-type: none"> • Skype for Business Servers • SharePoint Servers • Service Managers • UMP Database Servers • UMP Network Servers – Replication only • File Share (Faculty) Server • Domain Controller • Exchange, FIM, & DirSync Servers 	Nil

	31 December	Upgrade audio-visual systems at the Siyabuswa Campus.	Achieved Seven Data Projectors were installed in lecturing venues.	Nil
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ACTIVITY AREA 5: QUALITY STUDENT EXPERIENCE

Strategic Goal 1: Create an effective and progressive student leadership

Performance Objectives	Performance Target Dates	Implementation Meas	Actual Performance	% Deviation
5.1 Ensure the existence of functional student leadership structures.	31 October	Elections of the 2020 SRC held as per the Constitution.	Achieved The election of the 2020 SRC/CRC members was held on 4 October 2019 in both Campuses.	Nil
	31 October	2020 SRC/CRCs office bearers elected.	Achieved The election of the 2020 SRC Office bearers took place on 11-12 October 2019.	Nil
5.2 Provide development programmes for the student leadership structures.	31 October	Induction of the 2020 SRC/CRCs.	Achieved The induction of the 2020 SRC/CRC members was held on 29 October 2019 at the Mbombela Campus and on 31 October 2019 at the Siyabuswa Campus.	Nil
	31 October	3 training programmes for the 2019 SRC/CRCs per year.	Achieved • The SRC/CRC members attended the SRC Leadership training from 25 to 27 January 2019 held at Middleburg and facilitated by Prof Bodibe.	Nil

- The SRC/CRC members attended a Basic Financial Management training held on 23 February 2019 at the Mbombela Campus. The training was facilitated by AV Thomas & Associates, an external service provider.
- A Leadership training was conducted for the SRC/CRC members on 13 and 14 April 2019 in Siyabuswa Campus. The training was conducted by the Centre for Non-Violent Conflict Resolution (CNVCR).
- A Female Leadership Development Workshop was held on 28 May 2019, in Mbombela Campus, which targeted female students in leadership positions including the female SRC members.
- The Dean of Students took the SRC President, SRC Secretary General and the SRC Treasurer with him on a visit to Shenzhen University in Shenzhen, China from 23 to 30 June 2019. This visit provided the SRC members with developmental opportunities both as student leaders and also on their personal development.

			<ul style="list-style-type: none"> • The Mbombela Campus held a training of student political structures on 27 and 28 July 2019. The training was facilitated by the Centre for Non-Violence Conflict Resolution (CNVCR). • The Siyabuswa Campus held a training of student political structures on 3 and 4 August 2019. The training was facilitated by the Centre for Non-Violence Conflict Resolution (CNVCR). • The training of the newly elected SRC/ CRC members on effective communication and conflict resolution was held on 30 November 2019 at the Siyabuswa Campus. 	
	31 August	2 training sessions for the house committees per Campus.	<p>Achieved</p> <ul style="list-style-type: none"> • The Resident Student Assistants (RSAs) attended a training on student accommodation and the role of RSAs on 21 February 2019 at the Mbombela Campus. • A Level 1 First Aid Training session was held on 24 and 25 May 2019, for both Mbombela and Siyabuswa Campus House Committee members. • Student Housing held the training for the Resident Students Assistant on 23 November 2019 at the Mbombela Campus. 	Nil

5.3	Promote accountable student leadership structures.	31 January	Develop a schedule for the SRC meetings.	Achieved The SRC developed its schedule of meetings during the first meeting held on 28 January 2019.	Nil
		Per the SRC meetings schedule	SRC meetings held.	Achieved The SRC held its meetings on, 28 January 2019; 16 March 2019, 16 and 17 April 2019, 21 May 2019, 9 to 11 August 2019.	Nil
		One meeting per semester	2 SRC/student body meetings held.	Achieved <ul style="list-style-type: none"> • The SRC held mass meetings at the Mbombela Campus on 13 February 2019 and 27 March 2019. • The Siyabuswa CRC held a mass meeting on 15 February 2019. • The Siyabuswa Campus CRC held a mass meeting with the students on 18 October 2019. 	Nil
5.4	Promote the adherence and observance of the University policies by student leadership and the student body.	28 February	Distribute copies of the SRC Constitution, HE Act, UMP Statute to the SRC/CRC members.	Achieved <ul style="list-style-type: none"> • The documents were distributed to the newly elected SRC/ CRC members during their 2018 elective meeting in October. The additional policies were added into their memory sticks in January 2019. • Policy processes discussed with the SRC in the meeting held on 26 February 2019 at the Mbombela Campus. 	Nil

		28 February	Distribute student related policies to students.	Achieved <ul style="list-style-type: none"> UMP Rules and Regulations shared with students during the Orientation Week held on 4 -8 February 2019. Students related Rules and Policies were distributed to students during the months of February and March 2019. 	Nil
5.5	Create effective communication strategies between student leadership and university leadership.	Per the almanac dates	Quarterly MANCO/ SRC meetings held.	Achieved <ul style="list-style-type: none"> A MANCO/SRC meeting was held on 16 January 2019 at the Mbombela Campus. MANCO met with the Mbombela CRC and SAUS on 8 March 2019 at Bundu Lodge. The DoS and the VC engaged with the SRC President, SRC Secretary General on 6 May 2019 at the Mbombela Campus. The MANCO-SRC meeting was held on 27 August 2019 at the Mbombela Campus. MANCO held the “meet and Greet” meeting with members of the newly elected 2020 SRC on 25 October 2019 at the Mbombela Campus. 	Nil
		31 January	Develop a schedule for the DoS/SRC meetings.	Achieved <p>Schedule for the DoS/ SRC meetings was compiled in January 2019 and adopted in the DoS/SRC meeting held on 28 January 2019.</p>	Nil

	Per the DoS/ SRC meetings schedule	DoS/SRC meetings held.	Achieved <ul style="list-style-type: none"> • The DoS/SRC meetings were held on 28 January 2019 and 26 February 2019. • The DoS/SRC meetings were held on 29 April 2019 and 18 May 2019. • The DoS held meetings with the SRC on 22 August 2019 and on 28 September 2019. • The DoS and the Executive Director: Finance held a meeting with the SRC on 15 November 2019 to discuss the 202 University fees. 	Nil
	31 January	Develop a schedule of the DoS/CRCs quarterly meetings.	Achieved The schedule for the DoS/CRCs meetings was compiled in January 2019.	Nil
	Per the DoS/CRCs meetings schedule	Quarterly DoS/CRCs meetings held.	Achieved <ul style="list-style-type: none"> • The DoS met with the Mbombela CRC on 7 February 2019. • The DoS held a meeting with the Siyabuswa CRC on 21 February 2019. • The DoS held a meeting with the Siyabuswa CRC on 9 April 2019. • The DoS and the Manager: Student Governance & Development held a meeting with the Mbombela CRC Chairperson and the Sports & Recreation Officer on 19 June 2019. 	Nil

			<ul style="list-style-type: none"> • The DoS held a meeting with the Mbombela CRC and political structures on 2 and 9 September 2019. • The DoS held a meeting with the Siyabuswa CRC on 30 September 2019. 	
	31 January	Develop a schedule for the Managers/CRC meetings.	<p>Achieved</p> <p>The schedule for the Managers/CRC meetings was developed in January 2019.</p>	Nil
	Per the Managers/CRC meetings schedule	Managers/CRC meetings held.	<p>Achieved</p> <ul style="list-style-type: none"> • The Manager: Student Governance and Development held a meeting with the Mbombela CRC on 5 February 2019. • The Manager: Student Governance and Development met with the Mbombela CRC on 11 April 2019 and 13 May 2019. • The Manager: Student Governance and Development met with the Siyabuswa CRC on 30 May 2019. • The Manager: SG&D held meetings with the CRCs on 17 July 2019; 24 August 2019 and 19 September 2019. • The Manager: SG&D and the Campus Management held a meeting with the CRC on 31 October 2019 4 November 2019 and the Siyabuswa Campus. 	Nil

Strategic Goal 2 : Promote a vibrant and active student life

5.6	Ensure the promotion of a sporting culture amongst students in the university.	31 August	5 functional sporting codes.	<p>Achieved</p> <ul style="list-style-type: none"> • The following seven functional sporting codes were introduced to students during the orientation week in both Campuses, namely, Netball, Football, Volleyball, Tennis, Chess, Supa Pool and Athletics. • In January 2019 three more Sporting codes were introduced at the Mbombela Campus, namely, Swimming, Rugby and Cricket. • Nine athletes from UMP participated in the Mpumalanga Athletics Championship held at Secunda on 9 March 2019. One of our students made it to the Mpumalanga Provincial Athletics team. • The Siyabuswa Netball team participated in the Nkangala Netball League match in Middelburg on 27 April 2019. • The Siyabuswa Volleyball team Volleyball hosted the Freedom Day Volleyball Tournament on Campus, on 27 April 2019. The other teams that participated were Beat Masters; Chivas and CN Mahlangu Campus of Nkangala TVET College. 	Nil
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- The Mbombela Campus Football team held soccer games on 7, 21 and 23 May 2019 in Mbombela.
- On 20 April 2019, the Siyabuswa Campus hosted the Siyabuswa Athletics Club Easter Race where athletes from the Siyabuswa Campus participated in the tournament.
- The UMP Volleyball and Netball Teams participated in the 2019 USSA tournaments held from 30 June 2019 to 6 July 2019. The Netball USSA tournament took place in Johannesburg, University of Witwatersrand and the Volleyball tournament took place in Bloemfontein, University of Free State.
- The Siyabuswa Netball team participated in the Nkangala Netball final trials on 13 July 2019.
- The Siyabuswa Football Team participated in the Nedbank Cup qualifiers in Ramokgelestane on 14 September 2019.
- The Mbombela campus introduced Swimming as an additional sporting code during the Quarter and a swimming instructor presented basic swimming safety lessons.

			<ul style="list-style-type: none"> • The Siyabuswa Men's Football Team in participated in a pre-season tournament in Vaalbank on 24 August 2019. • The UMP Siyabuswa Ladies Football team participated in the SAFA Nkangala Women's Regional League and played 10 games in October and November 2019. • The Mbombela football team commenced with its league and played 3 fixture matches in October 2019. • The Mbombela Campus Cricket team has been admitted to the Mbombela cricket League and played 3 leagues games in October 2019. • On 23 October 2019, the Siyabuswa Campus held their annual Supa Pool Tournament which was also used as preparations for the 2019 Summer USSA Tournament. • The Siyabuswa Campus male football team played 3 matches in November 2019 in the SAB Nkangala League. 	
	31 October	3 sports days to be held per year.	<p>Achieved</p> <ul style="list-style-type: none"> • The UMP Sport Trials were held on 13 April 2019 at the Mbombela Campus. 	Nil

			<ul style="list-style-type: none"> • The 2019 Volleyball and Netball USSA training camp took place from 23 to 29 June 2019 in Mbombela Campus. • UMP hosted the 2019 USSA Cross Country Championships in Mbombela from 18 to 21 September 2019. • UMP held the 2019 Co-curricular Awards Gala Dinner on 26 October 2019. 	
31 December	5 sporting games held with other institutions during the year.	Achieved	<ul style="list-style-type: none"> • UMP netball team played against TUT Emalahleni on 30 March 2019 in Middelburg. • The Mbombela Soccer team played against TUT on 7 May 2019 at the Mbombela Campus. • The UMP netball team played against TUT and SMU on 18 May 2019 at the Mbombela Campus. • The UMP Volleyball Team travelled to Maputo and played against Eduardo Mondlane University on 24 August 2019. • The Mbombela Campus Supa Pool team hosted the Tshwane University of Technology (TUT): Mbombela campus on 6 November 2019 at the Mbombela Campus. 	Nil

				<p>The UMP Football and Tennis Teams participated in the USSA Summer 2019 which were held in two different venues from 30 November 2019 to 7 December 2019. The football (male and females) tournament was held at the Tshwane University Technology and Tennis tournament was hosted by the University of Stellenbosch.</p>	
5.7	Promote coherent and active student societies.	31 October	Debate Society participation in 3 debate events.	<p>Achieved</p> <ul style="list-style-type: none"> • The Debate Society Committees were established in both Campuses. • The Debate Society's activities shared with new students during the orientation week that took place from 4 to 8 February 2019 in both Campuses. • Students attended and actively participated in the seminar by Advocate Tembeka Ngcukaitobi on the Land Question held on 27 February 2019 at the Mbombela Campus. • The Siyabuswa Campus Debate Society, held a GBV dialogue on 24 April 2019. • The Mbombela Debate Society held the Women's month seminar on 7 August 2019. • The Mbombela Campus Debate Society held a heritage dialogue on 18 September 2019. 	Nil

			<ul style="list-style-type: none"> • The UMP Debate Society attended and participated at the Free State debate tournament hosted by the Central University of Technology in Bloemfontein from 21 to 23 September 2019. • The Mbombela Campus Debate society held their end of the year debate extravaganza on 30 October 2019. 	
	31 October	3 meetings/events held by each student society.	<p>Achieved</p> <ul style="list-style-type: none"> • The SDO held a workshop for all established societies at the Mbombela Campus on 1 March 2019. • The Mbombela Campus Student development Office facilitated the launch of the Boyz 2 Men Society on 12 April 2019. • The Mbombela UMP Entertainers, an Entertainment Society performed during the GBV Imbizo held at the Mbombela Campus on 25 April 2019. The Imbizo was also attended by the Deputy Minister of Higher Education and Training, Mr Buti Manamela. • The Prelink Society hosted a market day at the Mbombela Campus on 16 May 2019 which focused on encouraging students to be entrepreneurial as jobs are scarce. 	Nil



- Inkanyezi Society rendered entertainment items in the SAAPAM Conference Gala Dinner held on 16 May 2019 at the Mbombela Campus.
- Sister Hood Society hosted a “No body shame No One Campaign” on 17 May 2019 at the Mbombela Campus. The campaign was aimed at enhancing the confidence of female students who have big bodies.
- The UMP Entertainers Society hosted an exam’s relaxing hour for all students on 31 May 2019 at the Mbombela Campus. The Cappella Music Group rendered musical items to students.
- The Zion Christian Church Student Fellowship Society held a leadership workshop on 24 August 2019 at the Siyabuswa Campus.
- The UMP Entertainers Society hosted a theatre day where students were displaying their talents from dancing, singing and rapping music on 30 August 2019.
- The Inkanyezi Society hosted a heritage celebration event day on 5 September 2019 at the Mbombela campus.

				<ul style="list-style-type: none"> • The Mbombela Campus Student Christian Organisation hosted the election night prayer on the 27 September 2019. • The Siyabuswa ZCCSF attended a Provincial Youth Summit at TUT Mbombela Campus from the on 26 - 27 October 2019. • The Kingdom Acapella Group entertained the audience during the ATMD Annual Lecture on 15 October 2019. 	
		Quarterly	Quarterly reports on activities of student societies.	Achieved Reports on the events/activities of the Societies were submitted to the DoS for each quarter.	Nil
5.8	Stimulate and sponsor personal development programmes for students.	31 October	15 student development programmes per year.	Achieved <ul style="list-style-type: none"> • The Siyabuswa Campus held a mentorship training workshop on 2 February 2019. The workshop was facilitated by the Student Development Officer and the Academic Development Professional. • A workshop on Gender-Based Violence (GBV) was presented by the South African Police Service on 7 February 2019 at Siyabuswa Campus. • The First National Bank (FNB) presented a financial literacy session to the first year students at Siyabuswa Campus, on 8 February 2019. 	Nil

- The Siyabuswa Campus held a facilitation training workshop for Mentors on 2 March 2018.
- The motivational session, by Dr MA Mdhuli, for first year students was held on 13 March 2019 at the Siyabuswa Campus.
- ABSA facilitated a financial literacy session on 13 March 2019 at Siyabuswa Campus.
- A Female Leadership Development Workshop was held on 28 May 2019, for 20 Female students from the House Committee members, Political Formations, SRC/CRCs and Societies from both Campuses.
- The University held a GBV Train the Trainer Workshop on 21 June 2019 with the support from Department of Social Development, National Prosecuting Authority and the South African Police Service for staff and students.
- The Mbombela Campus Student Development Office held a Societies Workshop on 17 May 2019.
- Students at the Mbombela Campus attended a Financial literacy training facilitated by Nedbank in collaboration with Rise FM. Students were taught about financial wellness and how to

save. The session was held on 25 July 2019.

- On 7 August 2019, the fourth year students at the Siyabuswa Campus attended a job readiness workshop on the importance of police clearance for educators. The workshop was facilitated by SACE.
- The Student Development Officer conducted a conflict management session for the UMP Entertainers Society on 27 August 2019 at the Mbombela Campus.
- The fourth year students at the Siyabuswa Campus attended another job readiness and SACE registration workshop held on 19 and 20 September 2019. It was facilitated by the Department of Basic Education.
- The Mbombela campus held a Digital skills training offered by Pholi Works on 19 September 2019. The training focused on cyber bullying, securing your social media space and starting, marketing and sustaining an online business.
- The Siyabuswa Campus organised a financial wellness workshop for the final year students on 1 October 2019. The workshop was facilitated by Sanlam.

5.9	Promote and support student life events.	31 December	5 student life events held per Campus.	<ul style="list-style-type: none"> Students at the Mbombela Campus attended a Snake handling workshop on 10 October 2019 organised by the Operations Division. <p>Achieved</p> <ul style="list-style-type: none"> The Poetic Minds held a poetry session on 15 March 2019 at Siyabuswa Campus to showcase talent, motivate and empower others through poetry. The End Times Gospel held a welcoming service on 15 March 2019 at Siyabuswa Campus, which was mainly dedicated at welcoming the first year students at the Campus. A Candlelight Memorial and First Things First Activation was held at the Siyabuswa Campus on 15 May 2019, to pledge support to those who are affected and infected by the HIV and also to raise awareness on the importance of healthy lifestyles. The End Times Gospel Society held a pre exam prayer on 24 May 2019 at Siyabuswa Campus. The End Times Gospel Society held a second semester welcoming back to Campus prayer on 23 August 2019 at Siyabuswa Campus. On 30 August 2019, the Mbombela Campus held a Fun-Day for 	Nil
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				<p>the students residing both on campus and in Accredited Private Accommodation.</p> <ul style="list-style-type: none"> • The Siyabuswa ZCOSF attended an examination prayer service held in Limpopo Province Boyne on 12 October 2019. • The Siyabuswa Campus CRC organised a pre-exam event for the students on October 2019. • The Mbombela CRC organised an Exam Prayer event for the students which was held on 8 November 2019. 	
		31 December	Reports on student life events held.	<p>Achieved</p> <p>Reports on the student life events were submitted to the DoS for each quarter.</p>	Nil
5.10	Promote healthy living and practices for students.	31 December	Establish 3 counselling services partnerships with external stakeholders.	<p>Achieved</p> <ul style="list-style-type: none"> • The Student Counsellor continued to maintain established partnerships with SANCA, GRIP, Department of Health and Helpline. • In addition, a list of public emergency counselling services were made available to students with contact details to use after working hours in an emergency case. • The Student Counsellor and Peer Educators conducted a community outreach to Cyril Clarke High School on 7 August 2019 and facilitated career interest assessment to grade 12 learners. 	Nil

	31 December	Conduct 10 counselling group sessions for students.	<p>Achieved</p> <ul style="list-style-type: none"> • The Student Counsellor promoted the counselling services to students in both Campuses which took place during the orientation week from 4 to 8 February 2019. • The Student Counsellor facilitated the psychoeducational session on Building Healthy Relationships to students on 19 March 2019 at the Mbombela Campus. • On 16 April 2019, the Student Counsellor facilitated a workshop for the Mbombela Debate Society on stress tolerance and effective teamwork in a group. • On 16 April 2019, the Student Counsellor facilitated a psychoeducational group on depressive symptoms at the Mbombela Campus. • On 29 April 2019, the Student Counsellor facilitated a psychoeducational group on psychological wellness at the Mbombela Campus. • On 30 April 2019, the Student Counsellor facilitated a psycho educational group on self-esteem at the Mbombela Campus. • On 14 May 2019, Mr Manzini Themba (Clinical Psychologist) facilitated a Stress Management workshop at Mbombela Campus. 	Nil
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- On 15 May 2019, Mr Morena Benjamin (Clinical Psychologist) facilitated a Stress Management workshop at Siyabuswa Campus.
- On 22 May 2019, Mr Morena Benjamin (Clinical Psychologist) facilitated a session on anxiety and exam preparation at Siyabuswa Campus.
- On 23 May 2019, Mr Manzini Themba (Clinical Psychologist) facilitated a session on anxiety and exam preparation at the Mbombela Campus.
- On 10 June 2019, the Student Counsellor facilitated a debriefing session for 3rd year Hospitality Management students who lost a classmate in a car accident (Ms Ongezwa Zozo).
- The Student Counsellor provided training to the Peer Educators on career guidance and basic career assessment test at the Mbombela Campus on 02 August 2019.
- The Student Counsellor facilitated a psychoeducational workshop on Major Depressive Disorder held on 25 September 2019 at the Mbombela Campus.
- Student Counselling organized a workshop on exam preparations and study skills for students at the Mbombela Campus

			<p>on 24 October 2019. The workshop was facilitated by Mr Themba Manzini, a Clinical Psychologist.</p>	
	Quarterly	Quarterly reports on counselling services.	<p>Achieved</p> <p>Reports on the counselling services in all the quarters were submitted to the DoS.</p>	Nil
	31 October	Conduct 5 primary health awareness sessions for students.	<p>Achieved</p> <ul style="list-style-type: none"> • The Professional Nurse held the Testing Campaign for students at the Mbombela Campus in February 2019. • A health awareness campaign was held on the 25 April 2019 during the GBV Indaba held at the Mbombela Campus, UMP Clinic had a stall. • The Department of Health provided comprehensive health care services and 144 students consulted for TB & STI screening, Pap smear, Family Planning, minor ailments and 20 for chronic care on 25 April 2019 at the Mbombela Campus. • The South African National Council on Alcoholism and Drug Dependence (SANCA) provided alcohol and drug abuse services to students on 25 April 2019 at the Mbombela campus during the GBV Imbizo. • Life Line provided counselling and support to 54 students, HPCA provided HIV 	Nil

			<p>counselling and testing to 74 students, URC provided Voluntary medical male circumcision health talk to 37 students during the GBV Imbizo on 25 April 2019 at the Mbombela Campus.</p> <ul style="list-style-type: none"> • A health awareness & GBV Campaign was held on 22 August 2019 at the Mbombela Campus. • An HIV testing campaign session was conducted at the Mbombela campus on 29 October 2019. 	
	31 December	Establish 5 health services partnerships with external stakeholders.	<p>Achieved</p> <ul style="list-style-type: none"> • The Professional Nurse visited the Rob Ferreira Hospital to strengthen the relationship with the Campus Clinic. • The Campus Nurse held a meeting with the Department of Health: Malaria Prevention and Control Unit on 20 May 2019 towards the provision of Malaria Rapid Tests and Treatment to the UMP Clinic. • A meeting with the Department of Social Development was held on the 13 May 2019 to discuss stakeholder's partnership on primary prevention of GBV and the referral procedure. • The Campus Nurse held a meeting with Dignity Foundation on 17 September 2019 at the Mbombela Campus towards establishing a working partnership with the NGO. 	Nil

		Monthly	Monthly reports on services rendered by the Campus Clinic.	<ul style="list-style-type: none"> The Campus Nurse held a meeting with an NGO called African Alliance on 2 October 2019 with the aim of establishing new partnership in providing health care services. <p>Achieved</p> <p>Monthly reports and statistics were submitted to the Dean of Students.</p>	Nil
5.11	Ensure the promotion and support for students with disabilities.	31 March	Identify students with disabilities.	<p>Achieved</p> <p>Students living with disabilities studying at UMP were engaged and identified and a list compiled.</p>	Nil
		31 December	Provide support to students with disabilities.	<p>Achieved</p> <ul style="list-style-type: none"> A Task Team to lead in the provision of services to students with disabilities has been established in each Campus. Accessible accommodation was provided for students with disabilities during the room allocation during registration in January 2019. Support (counselling) was offered to the female student who is diagnosed with myasthenia gravis on 11 October 2019. The Mpumalanga Department of Social Development's Disability Unit was engaged to provide more support to the student. 	Nil

		31 October	Conduct 2 advocacy workshops on disabilities in both Campuses.	Achieved <ul style="list-style-type: none"> • The Department of Social Development facilitated a disability advocacy workshop. Held at the Mbombela campus on 6 September 2019. • A Deaf Awareness day was held on 30 September 2019 at Siyabuswa Campus to raise awareness and emphasise the importance of sign language. • The Siyabuswa Campus commemorated the Disability Day on 7 November 2019. • The DoS, as a MANCO Champion chosen to champion the promotion on disability awareness circulated awareness information to staff and students on 2 December 2019. 	Nil
5.12	Support students staying in accredited private accommodation to experience a holistic academic environment.	31 December	Accredit a minimum of 10 new private accommodation facilities.	Achieved <ul style="list-style-type: none"> • List of accredited private accommodation service providers was compiled and distributed to students during registration. • A call for application for accreditation was published and a decision was to have the call open for the whole year. • Applications for the accreditation of private accommodation providers continued to be received during the year. 	Nil

				<ul style="list-style-type: none"> • The amendment of the Policy on the Accreditation of Private Accommodation Providers were finalized and approved by Council in October 2019. • 74 new private accommodation properties were accredited in 2019. 	
	31 October	Conduct 1 assessment of the accredited private accommodation facilities.		Achieved <ul style="list-style-type: none"> • The Accreditation Committee visited 9 potential private accommodation facilities during Q2 to assess their compliance for accreditation. • The Accreditation Committee visited a total of 13 accredited private accommodation facilities to assess their compliance during the month of June 2019. • The Accreditation Committee visited 22 potential private accommodation facilities during the month of December 2019 to assess their compliance for accreditation. 	Nil

Goal 3 : Promote the holistic development of students

5.13	Promote academic engagement.	31 June	Students attendance and participation in the Africa Day lectures.	Achieved <p>Students attended and participated in the Africa Day event which was held on 29 May 2019 at the Mbombela Campus</p>	Nil
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				<p>where Prof Tinyiko Maluleke was the Guest Speaker. The Inkanyezi Society rendered musical and traditional dance items. The UMP Choir rendered musical items.</p>	
		31 October	<p>Students attendance and participation in the Archbishop Thabo Makgoba Development Trust (ATMDT) annual lecture.</p>	<p>Achieved</p> <ul style="list-style-type: none"> • The students attended the 2019 ATMDT Annual Lecture that was held on 15 October 2019 at the Mbombela Campus. • A final year student from the Siyabuswa Campus, won the 2019 ATMDT Essay Competition and received his prize during the ATMDT Annual Lecture held on 15 October 2019 at the Mbombela Campus. 	Nil
5.14	Promote living and learning activities and programmes in the University.	31 October	<p>5 Living and Learning activities/programmes held during the year in both Campuses.</p>	<p>Achieved</p> <ul style="list-style-type: none"> • All new students were introduced to living and learning activities during the orientation week which took place from 4 to 8 February 2019, in both Campuses. • The Mbombela Residence Student Assistants (RSAs) launched an LGBTI Support Group on 1 April 2019 to provide a platform for the support of members of the LGBTI community in the residences. • The House Warden and House Committee members held two Girls Talk sessions in 	Nil

				<p>Siyabuswa Campus on 5 and 25 May 2019.</p> <ul style="list-style-type: none"> • An Exam Preparation Session was organised by the Mbombela RSAs on 24 May 2019 at the Mbombela Campus. • A Student Corporate Seminar was hosted by the residences at the Mbombela Campus on 24 August 2019, which included training on Employment, CV Writing and Interview Skills, Entrepreneurial and Business Plan writing skills. • The House Wardens at the Mbombela Campus held a Men and Women Empowerment seminar on 17 September 2019 to educate students on self-esteem and how to improve gain confidence and thereby increasing their level of self-esteem. • The Mbombela Campus held Emergency Fire Drill Evacuation practice sessions in three residences on 23 and 24 October 2019. 	
		31 October	Reports on Living and Learning activities/programmes.	<p>Achieved</p> <p>Reports for the living and learning activities/ events were submitted to the DoS.</p>	Nil
5.15	Promote the use of shared/ common spaces for social and academic purposes.	31 December	3 meetings/events held in shared/ common spaces per Campus promoting social dialogues.	<p>Achieved</p> <ul style="list-style-type: none"> • The Siyabuswa Campus conducted a Girls Talk on 14 March 2019 facilitated by the House Warden. 	Nil

- The Transformation Committee approved, on 12 March 2019, the UMP Value Banners to be placed on the residence walk-ways at the Mbombela Campus to promote engagement and discussion around the UMP Values.
- The Student Development Officer organized a GBV dialogue on 24 April 2019 to raise awareness, share information and support those who are affected.
- Students from both Campuses attended and participated in the GBV Imbizo held at the Mbombela Campus on 25 April 2019. The Imbizo was organised by the HEAIDS in collaboration with DHET and UMP.
- The Siyabuswa Campus male students held a dialogue on GBV on 10 May 2019 to discuss their experience with GBV and strategies how to handle GBV as males.
- The Siyabuswa Campus held a women gala dinner for the female students on 16 August 2019.
- The Mbombela Campus held the heritage day celebration for students on 24 September 2019. The residence students prepared traditional cuisine for 200

				<p>students who attended the event and had various performances by the students celebrating their heritage.</p> <ul style="list-style-type: none"> • The University held a celebration function to recognize and award the ENACTUS team for their excellent achievement. The function was held on Thursday, 12 September 2019 at the Mbombela Campus and was attended by the Vice Chancellor, members of MANCO, members of EMANCO, staff and students. • The Siyabuswa Campus House Warden held a Residence General Knowledge Quiz Competition on 30 October 2019 in the residences. • Student Housing held the Student Housing Recognition Ceremony to recognise the role of the RSA's and Floor Reps which was held on 23 November 2019. • Students participated in the UMP Mbombela Campus march against GBV that took place on 29 November 2019. 	
5.16	Encourage community engagement and support initiatives by students.	31 October	6 community engagement projects undertaken by students through the societies.	<p>Achieved</p> <ul style="list-style-type: none"> • The Teachers of Transformation (ToT) Society donated 22 pairs of shoes to Mareleng Primary School as part of their community outreach project. 	Nil

- The ENACTUS: UMP team continued with its Hatching Hope community development project supporting the beneficiaries in the Nkomazi area during the Quarter.
- The ENACTUS: UMP Team started preparing for the National Competitions from 23 June 2019. The Competitions will be held in July 2019.
- The Siyabuswa students held the “Every Day is a Mandela Day” on 9 August 2019 and visited and painted the Nalete Traditional Authority Offices and the Lutheran Church at Siyabuswa, and also donated clothes and food stuff at Phephelaphi Centre.
- Inkanyezi Society visited Sesete Primary school in Bushbuckridge on 2 August 2019. They assisted the school to revive their ailing vegetable garden by teaching learners how to maintain the garden. A garden was established with the learners and teachers.
- The ENACTUS: UMP Team continued with the Hatching Hope chicken project and supported the beneficiaries at Block C and Shongwe in Nkomazi Municipality during the Quarter.

			<ul style="list-style-type: none"> • The ENACTUS: UMP Team was amongst the 16 Universities that made it to this year's ENACTUS National Competitions held at the Sandton Convention Centre from 8 to 9 July 2019. The Team's community development project, the Hatching Hope Chicken Project won 5 trophies this year. • The Siyabuswa ZCCSF in collaboration with the Siyabuswa Campus Library Society donated toiletries at Buhlebethu Secondary School on 16 October 2019. • The Student Christian Organization visited the KaMagugu SOS children's village, where they spent time with the children, played some games and donated some clothes and food on 30 October 2019. • The ENACTUS: UMP Team Coordinator and the DoS visited the Lochile Community Centre on 6 December 2019 towards establishing a new Hatching Hope Chicken project. 	
	31 July	Students participation in the Mandela Day event(s) in both Campuses.	<p>Achieved</p> <ul style="list-style-type: none"> • Students participated in the University organised Mandela day events held on 17 July 2019. 	Nil

				<ul style="list-style-type: none"> On 31 July 2019, the Student Housing launched the Barefoot Day initiative at the Mbombela Campus that saw 45 pairs of school shoes donated to the SOS Children's Village. 	
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ACTIVITY AREA 6: ENGAGEMENT AND PARTNERSHIPS

Goal 1: Promote, develop and sustain the recognition of engagement as an institutional practice

Performance Objectives	Performance Target Dates	Implementation Measures	Actual Performance	% Deviation
6.1 Promote opportunities for Engagement with external Stakeholders.	30 November	Participate in 1 engagement project with the Ehlanzeni District Municipality.	Achieved Participated in the Buhle Besivuno Cooperative, Hazyview, Ehlanzeni District Municipality.	Nil
	31 December	Offer 4 new Short Learning Programmes.	Achieved <ul style="list-style-type: none"> Offered Short Learning Programmes on Entrepreneurship on 19 & 21 November and New Venture Creation – Pre-establishment on 3-5 December 2019. Portuguese Level 2 Short Learning Programme was presented on 10 October 2019. 	Nil

6.2	Promote social awareness and responsible citizenship among staff and students.	30 November	Implement 1 responsible citizenship programme for staff and students.	Achieved Staff and students in the Faculty of Agriculture and Natural Sciences assisted the Cyril Clark School in Mbombela with the teaching of Agriculture and ICT.	Nil
6.3	Promote and advance public intellectual engagement.	30 June	Celebrate Africa Day at both campuses.	Partially Achieved <ul style="list-style-type: none"> • Staff and Students participated in the Africa Day Celebrations held on 29 May 2019. The Guest Speaker was Prof Tinyiko Maluleka. • Africa Day was not celebrated at the Siyabuswa Campus due to community protests. 	50%
		31 December	Host four (4) Public Lectures.	Achieved <ul style="list-style-type: none"> • Public lecture on LGBT was held on 20 June 2019, presented by Dr Doubell. • The Ray Phiri Memorial Lecture was held on 5 September 2019 and was presented by Professor Patrick Loch Otieno Lumumba. • Professor Molefi Kete Asante presented a Public Lecture on "<i>An Afrocentric Response To Calls for a Decolonised and Re-Africanised Education</i>" on 30 September 2019. • Professor Joseph Diescho presented the Archbishop Thabo Makgoba Development Trust Annual Public Lecture on "Ethical and Moral Leadership" on 15 October 2019. 	Nil

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

6.4	Participation in partnerships with relevant stakeholders (schools, TVET Colleges, HEIS other education and training providers, business and industry, professional bodies, civil society, NGO's and all levels of government).	31 December	Explore partnerships with two (2) TVET colleges.	Achieved Partnerships were explored with Nkangala TVET College and the Gert Sibanda TVET College.	Nil
		31 December	Establish four new partnerships with key stakeholders nationally.	Achieved <ul style="list-style-type: none"> • Signed an MoU with the Agricultural Research Council on 19 February 2019. • Signed an MoU with the University of Johannesburg, College for Business and Management on 20 March 2019. • Signed an MoU with University of the Free State on 20 July 2019. • Signed an MoU with the Department of Water and Sanitation, Inkomati-Usuthi Catchment Management Agency (IUCMA) on 21 October 2019. • Signed an MoU with the Barbeton Correctional Services on 15 November 2019. • Signed an MoU with Rhodes University on 2 December 2019. 	Nil
6.5	Promote and sustain the participation of staff and students in internationalisation and international partnership activities.	30 November	Establish partnerships with three international higher education institutions.	Achieved <ul style="list-style-type: none"> • Signed an MoU with the Portuguese Embassy on 1 April 2019. • Signed an MoU with Charles Sturt University, Bathurst, Australia on 20 July 2019. 	Nil

		30 November	Apply for membership of the Regional University Forum for Capacity Building in Agriculture (RUFORUM).	<ul style="list-style-type: none"> Signed an MoU with the University of Minnesota, Minneapolis on 5 and 12 November 2019. Achieved Applied for the membership of the RUFORUM on 14 November 2019.	Nil
6.6	Foster and sustain partnerships with donors and funding organisations.	30 November	Host a function with one partner.	Achieved Co-hosted a stakeholder function with SANLAM on 26 June 2019.	Nil
6.7	Foster and sustain partnerships with alumni.	31 December	Facilitate the establishment of one regional Alumni chapter.	Achieved Alumni Chapter was launched in Polokwane on 14 September 2019.	Nil

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

6.8	Promote the integration of engagement, research, scholarship, Teaching and Learning.	30 November	Conduct one engaged research project on responsible citizenship.	Achieved Research on responsible citizenship was conducted in collaboration with the ENACTUS Project.	Nil
6.9	Recognising and reward engagement at all levels of the institution.	30 November	Reward Excellence in engagement.	Achieved Engagement Excellence Award was awarded to Dr Ferdinand Niyimbanira.	Nil

ACTIVITY AREA 7: FINANCE MANAGEMENT

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

Performance Objectives	Performance Target Dates	Implementation Measures	Actual Performance	% Deviation
7.1 Identify initiatives to support the institutional strategic priorities and goals in a sustainable manner.	31 May	Conduct a benchmarking process on criteria to identify strategic projects.	Achieved The benchmarking process on criteria to identify strategic projects was conducted and completed on 30 August 2019.	Nil
	30 June 31 August	To hold a workshop with EMANCO to identify the strategic priorities and to identifying initiatives.	Achieved The workshop to identify strategic priorities and initiatives was conducted at the EMANCO workshop on 30 August 2019.	Nil
7.2 Determine income streams and cost implications.	30 September	Report to MANCO on identified income streams and cost implications.	Achieved A report on identified income streams and cost implications was submitted to MANCO.	Nil
7.3 Implement model to prioritise identified strategic initiatives and promote strategic-aligned resource allocation at all levels.	30 November	Develop a model to prioritise the identified strategic initiatives to promote strategic aligned resource allocations.	Achieved A workshop was held with EMANCO to develop a model to prioritise strategic initiatives to promote strategic aligned resource allocations on 30 August 2019.	Nil

Goal 2: Develop a diverse range of income streams

7.4	Optimise student fees and subsidy income.	30 November	<p>Prepare a proposal on student fees based on targeted inflation rate as determined by National Treasury and determine fees for all new programmes by benchmarking it with comparable universities.</p> <p>Submit the budget to DHET for 2020.</p>	<p>Achieved</p> <p>The proposal on the 2020 Tuition, books and residence fees was approved by Council on 29 November 2019 based on the DHET Ministerial approved increments.</p> <p>Achieved</p> <p>2020 UMP Budget request according to the growth strategy was discussed with DHET at quarterly meetings and the final submission was made on 12 November 2019. The confirmation of the 2020/2021 UMP subsidy was received on 19 November 2019.</p>	Nil
7.5	Identify and secure more robust alternative revenue streams.	30 August	To report to MANCO on alternative revenue streams by better utilizing our new infrastructure e.g. Rental income, hospitality, catering, sporting facilities, hotel.	<p>Achieved</p> <p>The following alternative revenue streams were reported to MANCO:</p> <ul style="list-style-type: none"> • Hotel and Catering Services and other facilities. • Tariffs for venue hire were approved by Council on the 29 November 2019. 	Nil
7.6	Mobilise relevant role-players for fund-raising.	30 November	Co-ordinate one fund raising event.	<p>Achieved</p> <p>The UMP hosted the Conference of the SA Chapter of the International Association of Women Judges (SAC-JAW) on 7 – 9 August 2019.</p>	Nil

Goal 3: Ensure efficient utilisation of assets and resources

7.7	Develop a coherent approach to budget settings, reducing overheads and promote a proactive approach to value for money.	30 June	The approval of the annual 2020 budget guidelines.	Not Achieved 2020 Budget Guidelines were presented to MANCO in December 2019 and MANCO recommended that an EMANCO workshop be held in 2020.	20%
		Quarterly 31 December	Prepare quarterly management accounts, to be submitted to ARIGC, GFIC, DHET and Council.	Achieved Quarterly Management Accounts were submitted to ARIGC, GFIC, DHET and at Council.	
7.8	Develop sound financial systems, controls and reporting measures.	30 June	Develop the delegation of authority for approval by MANCO to facilitate the e-procurement on ITS.	Achieved The delegation of Authority document was developed and submitted to MANCO for approval.	Nil
7.9	Develop appropriate procedure and tender processes.	30 September	Develop an electronic system to manage the tender process.	Achieved An excel based electronic system was developed to manage the tender process.	Nil

ACTIVITY AREA 8: HUMAN RESOURCES

Goal 1: Create And Sustain An Affirming Institutional Culture For Staff

Performance Objectives		Performance Target Dates	Implementation Measures	Actual Performance	% Deviation
8.1	Develop an institutional culture that is diverse, customer centric, empowering and inclusive.	30 November	Conduct the Change Management intervention (Pioneering Journey), for two Divisions.	Achieved <ul style="list-style-type: none"> • Values Inculcation Project as a Change Management intervention was approved by MANCO. • ZIYA Group conducted Values Inculcation workshop for EMANCO on the 16 October 2019. • Change Management intervention was conducted for Human Resources Division on 15 March 2019 and Finance Division on 9-10 May 2019. 	Nil
		30 November	Conduct Team Building interventions in two Divisions.	Achieved <p>Team Building interventions were conducted on 15 March 2019 for Human Resources Division and Finance Division on 9-10 May 2019.</p>	Nil
		30 November	Conduct capacity building sessions once a year. communicating HR Policies to staff.	Achieved <p>Roadshows on HR policies (Leave; PDRE & Grievance Procedures) were conducted as part of capacity building for employees as follows:</p> <ul style="list-style-type: none"> • 18 February 2019 for Faculty of Agriculture and Natural Sciences. • 10 May 2019 for Finance Division. 	Nil

				<ul style="list-style-type: none"> • 6 September 2019 for Siyabuswa Campus. • 10 September 2019 for Library and Information Services. • 13 November 2019 for the School of Hospitality and Tourism Management <p>Workshop / information session for Injury On Duty (IOD) was conducted on 7 November 2019.</p> <p>Sexual Harassment Policy information sessions were held on 10 May 2019 at Mbombela and on 04 April 2019 at the Siyabuswa Campus in collaboration with CCMA.</p>	
		30 November	Introduce an intervention on relationship building between Management and Organised Labour.	<p>Achieved</p> <p>The following interventions were conducted:</p> <ul style="list-style-type: none"> • Training for Shop-stewards for both NEHAWU and NTEU was held on 11 September 2019. • Training for the Bargaining Forum members was held on 28 October 2019. 	Nil

Goal 2: Attract, develop and retain talented UMP staff

8.2	Develop a recruitment model that will attract talent and potential to the institution.	30 November	Identify new recruitment sources for specialised fields in conjunction with Heads of Schools, to attract talent to UMP.	<p>Achieved</p> <p>New recruitment sources such as professional/discipline associations were used to recruit. These were the Geography and Library Associations.</p>	Nil
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	31 May/ 31 November	Conduct Induction for new staff twice per year.	Achieved Three Induction sessions were conducted for new staff. One session was conducted for staff at Mbombela Campus on the 26 March 2019, another session for staff at Siyabuswa Campus on 05 April 2019 and a combined one for both campuses was held at the Mbombela Campus on 09 December 2019.	Nil
	31 May	Coordinate the Performance Management of staff, and the Moderation of the performance outcomes.	Achieved <ul style="list-style-type: none"> • Performance Contracts were completed and submitted to HR. Performance was assessed by Line Managers in line with the PDRE Policy. • Moderation was conducted on the 08 and 10 July 2019 and the report was approved on 18 July 2019 by REMCO. • Training was provided to EMANCO members to enhance the effective implementation of the PDRE on 07 October 2019. 	Nil
	31 October	Develop plan of Cascading UMP Values to raise awareness to staff.	Achieved UMP Values Inculcation Project was developed and approved by MANCO to raise awareness of UMP Values and to develop behavioural traits associated with living the values. The first workshop	Nil

		31 October	Participate in Annual Salary Surveys to benchmark UMP salary packages.	<p>was conducted with EMANCO on 16 October 2019.</p> <p>Achieved</p> <p>UMP participated in the PWC Remchannel annual salary surveys to benchmark salary packages for both level 1-4 and level 5-18. The UMP file was published on 09 December 2019.</p>	Nil
8.3	Develop a retention Strategy for exceptional performing staff.	31 October	Implement the Employment Equity Plan in 2019 as one of the two outstanding indicators on Staff Retention Strategy.	<p>Achieved</p> <ul style="list-style-type: none"> • The implementation of the UMP EE Plan 2017-2019 was concluded in August 2019. • The new EE Plan 2020-2022 was approved by the Department of Employment and Labour on 02 October 2019. • The EE Plan 2020-2022 was noted by the UMP Council on 10 October 2019. 	Nil
		31 December	Coordinate and Implement the policy annual Long Service Awards.	<p>Achieved</p> <p>Long Service Awards were awarded to 16 staff members at the End of the Year and Long Service Function on 13 December 2019.</p>	Nil
8.4	Develop and facilitate a career advancement programme.	31 December	Coordinate and Implement the policy on Promotion of Academic Staff.	<p>Achieved</p> <p>Personal Promotion Policy was implemented with the advert issued on 18 September 2019 with a closing date of 19 October 2019. 12 applications were received.</p>	Nil

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

8.5	Develop a Wellness Programme that will motivate and enhance performance.	30 March	Adopt the Wellness Calendar 2019, which will include 1 intervention per quarter, Wellness Day events for both campuses.	Achieved 2019 Wellness Calendar was developed and approved by MANCO on the 26 February 2019.	Nil
		31 December	Implement quarterly events based on the Wellness Calendar, to raise awareness on prevalent issues to staff.	Achieved The following Wellness events were successfully conducted within the University: <ul style="list-style-type: none"> • TB Awareness on 26 March 2019. • Blood Drive campaigns on 14 June, 06 September 2019. • Swine Flu awareness on 13 August 2019. • Suicide Prevention awareness on 9 Sept 2019. • Wellness day event 19 July 2019 at Mbombela Campus and 6 September 2019 at Siyabuswa Campus. • World Aids Day Awareness on 1 December 2019. • Disability Awareness on 2 December 2019. 16 Days of Activism for No Violence Against Women and Children awareness was launched on 25 November 2019.	Nil
		31 December	Conduct a workshop on Financial Wellness for Staff, with a special emphasis on the Retirement Fund options offered by UMP.	Achieved The Financial Wellness workshop for staff was held on 20 November 2019 facilitated by Nedbank.	Nil

Goal 4: Ensure effective and efficient HR systems and processes

8.6	Develop user friendly HR Systems and processes.	30 June	Develop E-Recruitment System.	Achieved A submission served at MANCO on the appointment of the E-Recruitment Service Provider on 17 December 2019.	100%
		31 December	Implement E-Recruitment.	Not Achieved The implementation of the E-Recruitment was deferred to 2020 as the approval was finalised in December 2019.	



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