



2020 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 2020

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.

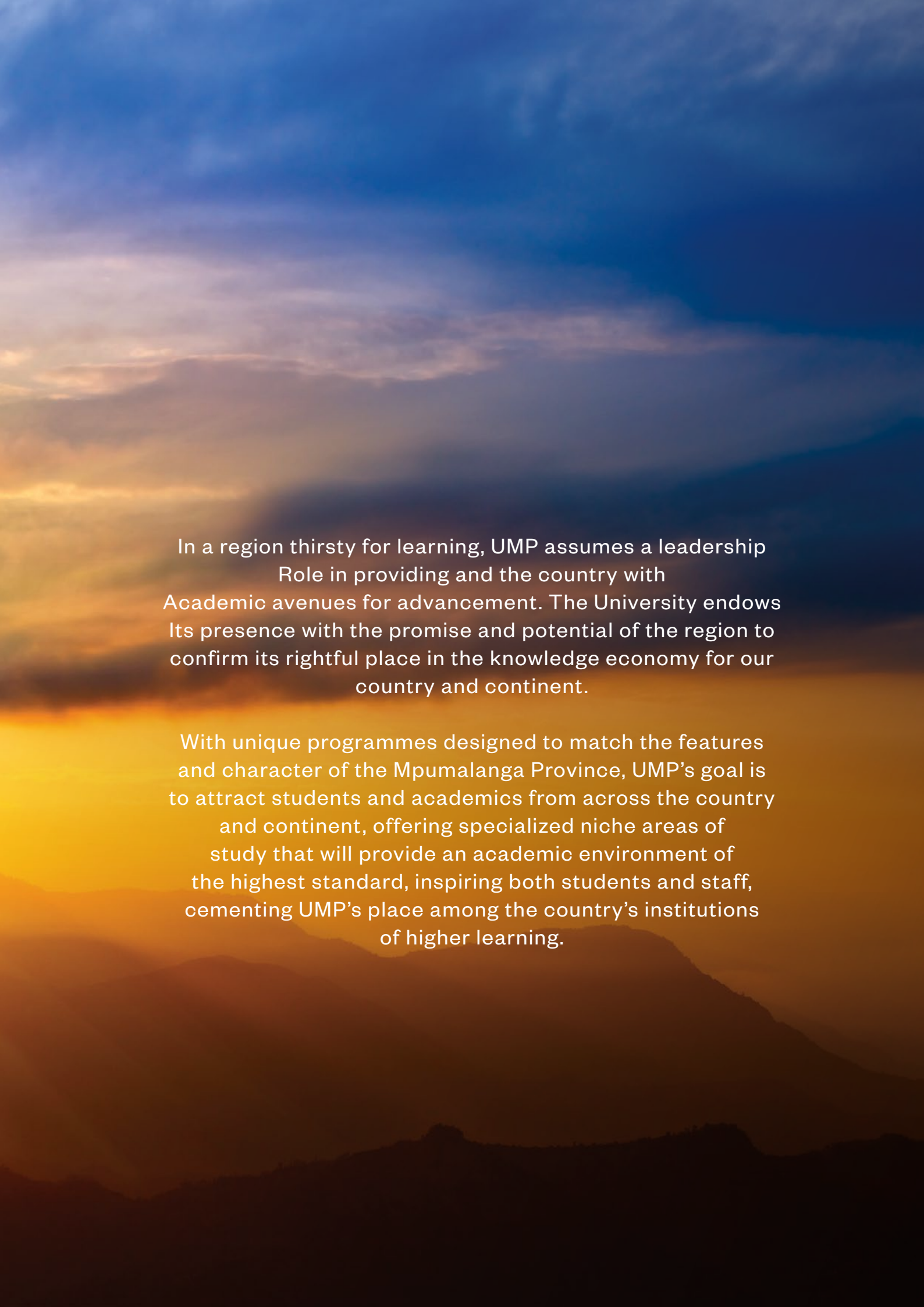
VISION

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 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 for 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, 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
UCF	-	University of Central Florida
UFS	-	University of Free State
UJ	-	University of Johannesburg
UM	-	University of Minnesota
UMP	-	University of Mpumalanga
UJ	-	University of Johannesburg
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 that will be offering a combination of academic programmes usually offered by traditional universities and Universities of Technology. In terms of its typology, UMP will, therefore, offer programmes to students ranging from career-oriented and professional to general formative.

The University has two campuses, the main campus in Mbombela, and the second campus in Siyabuswa, establishing it as a multi-campus institution. As a new institution, the University of Mpumalanga continued in 2020 in its developmental trajectory as informed by its Strategic Plan: Vision 2022. The 2020 Academic Year was predominantly influenced by the University's response to the COVID-19 pandemic which impacted the whole Globe from the beginning of 2020. In the case of South Africa, the National Lockdown was imposed to contain the spread and "flatten the curve" of the novel Coronavirus (COVID-19) as declared by the State President from midnight of 26 March until 16 April 2020. The National Lockdown was subsequently extended until the end of April 2020 following which the country moved to Lockdown Levels 4, 3, 2 and 1 respectively. Each of these levels, requiring adaptation and adjustment. With each level of Lockdown, the University was able to continue with its core functions of teaching and learning, research and engagement and through a combination of online and in person teaching and learning. The hybrid approach to dealing with COVID-19 facilitated the University's positive response that contributed to saving the academic year.

Two Task Teams (UMP Task Team on COVID-19 and the E-Learning Task Team) were established to advise Management on the institution's comprehensive response to the pandemic. COVID-19 Protocols were strictly adhered to.

Business continuity plans were put into place to ensure that the operations of the institution were not compromised. All public higher education institutions in South Africa were requested by the Department of Higher Education and Training (DHET) to develop Multimodal Teaching and Learning Plans in response to COVID-19.

Subsequently, UMP was provided with a COVID -19 Responsiveness Grant by DHET to support the implementation of the University's Multimodal Teaching and Learning Plan. The Multimodal Teaching and Learning Plan assisted the University with ensuring the continuity of teaching, learning and assessment throughout the 2020 Academic Year. The National Lockdown necessitated the adjustment to the Almanac of the institution which impacted on the academic project which subsequently led to the extension of the 2020 Academic Year to January 2021.

Throughout the year 2020, UMP continued to assist students to access online teaching, through the provision of data and loan laptops. Library and Information Services responded to the COVID-19 challenge by providing students with opportunities for remote access to Library resources. There was an increase in the research output units from journal articles published in DHET Accredited Journals in 2019.

In 2020, a total of 4362 students enrolled in 26 academic programmes. One of the important milestones in 2020 was the offering of four Masters programmes. This was a very important development in the developmental trajectory of the new institution. Six new programmes were offered for the first time in 2020. Four hundred and ninety five (495) students (325 female and 170 male) graduated from 15 programmes consisting of 2 Honours Degrees, 4 Bachelor's Degrees, 5 Advanced Diplomas and 4 Diplomas. The virtual Graduation Ceremony, at which the degrees were conferred and diplomas awarded, was held on 9 July 2020.

It is encouraging to note that UMP received in 2020 accreditation for six new qualifications that were going to be offered in 2021 as follows:

- Postgraduate Diploma in Nature Conservation
- Master of Science
- BCom Honours in Economics
- BA Honours in Sociology
- BA Honours in Geography
- BA Honours in English

The following Classification of Educational Subject Matters (CESMs) were added to the Bachelor of Arts:

- Tourism and Travel Services Management
- Tourism Promotion Operations

Four (4) staff members completed their Doctoral Degrees in 2020 and the number of NRF rated scientists increased to eight (8). Partnerships were established with strategic partners nationally and internationally to advance the Vision and Mission of the institution and to position UMP as an engaged institution. The launching of the Alumni Chapter in Gauteng was one of the highlights in 2020 as this offers the University to stay in contact with its alumni.

The creation of a vibrant student life remains a strategic priority and students participated in a number of events remotely as well as in person. The SRC and CROs continued to provide exemplary leadership and assisted students to navigate the uncharted territory brought about by COVID-19.

UMP students participated successfully in virtual national competitions due to COVID-19. Four students received awards from the Entrepreneurship Development in Higher Education (EDHE). UMP ENACTUS won six trophies from the national competition that involved 21 universities.

A number of new and revised policies were approved by Council to ensure effective governance and management of the institution. In addition to the policies, Management approved a number of Protocols and Guidelines to respond, manage and mitigate the impact of COVID-19.

The Annual Report provides a snapshot of the achievements of UMP during 2020.



Prof T V Mayekiso
Vice-Chancellor

2. 2020 PERFORMANCE ASSESSMENT REPORT

2.1. INTRODUCTION

The 2020 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 2020 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 2019 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 eight 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 Plan is presented in **Annexure 1**.

2.2. PERFORMANCE AGAINST PREDETERMINED OBJECTIVES AS SPECIFIED BY DHET

The Ministerial approved targets for 2020 were divided into four sections: Access, Success, Efficiency and Research Outputs.

Access: The overall enrolment target for 2020 was 4218 and the actual enrolment was 4362 which is a small positive deviation of 6.6%. The target for first time entering students was 1450 and the actual enrolment of FTENs was 1614 which is a positive deviation of 164 students and 11.3%. This was due to the introduction of new programmes including the Bachelor of Administration and the University's ability to accommodate a few more students at the first- year level.

Enrolments in education were slightly above the target with a total of 469 students. Enrolments in Business/management amounted to 1092, being 10.2% above the target of 985 and this was primarily due to the launch of the Bachelor of Administration. Enrolment into the other humanities was 555. This is 37% above the target of 405 and is due to the continued strong interest shown by students for the Bachelor of Arts. Enrolments in Science Engineering and Technology was 2266, and on target.

Success: The number of graduating students in 2020 was 459, which is 53% less than the target and the success rate was 10.7% (61% below the target of 26%). The reason for this is that the number of students expected to graduate has been overestimated and for example, the approved target for 2019 was 400 while for 2020 it was 1106.

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 number of Instructional/Research professional staff (full- time staff) was 160 and was on target. The number of nGAP staff engaged was 17 whereas the target was 20. The deviation was due to the University being unable to fill three posts in the first round of recruitment in 2020. The ratio of FTE students to FTE Instructional/Research staff was 27.0:1 which was higher than the target of 24.7:1 as a result of the increased total number of students. The percentage of staff with Doctoral degrees (46.2%), was greater than the target of 40%.

Research Output: The target for publication units per Instructional/Research Staff was 0.42 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.

TABLE 1: PERFORMANCE ASSESSMENT AGAINST MINISTERIAL TARGETS

Key performance indicator	Target (2020) Percentage or total number	Performance indicators for 2020	Reason for deviation is provided where the deviation is greater than 5%
A. Access			
Headcount totals			
First-time entering undergraduates	1450	1614	11.3% deviation. Approval of the new first degrees and diplomas allowed the University to accept more students than originally planned.
Headcount enrolments	4218	4362	6.6% deviation. The approval of the new academic programmes allowed the University to enrol more students than initially planned.
Headcount enrolments (Foundation Provisioning)	0	0	0
Headcount enrolments total UG	4062	4269	5% deviation.
Headcount enrolments total PG	156	93	40% deviation. This is lower than planned because of delayed enrolment in our Masters programmes in 2020 and delayed accreditation of planned postgraduate programmes.
Enrolments by Major field of study			
Science, engineering, technology	2387	2266	5% deviation.
Business/management	985	1092	10.2% deviation. This is slightly higher than planned as a result of the introduction of new programmes including the Bachelor of Administration and Master of Development Studies.
Education	441	469	10.8% deviation. We have been able to accommodate a few more students each year than originally planned.

Other humanities	405	555	37% deviation. Applications for the BA have been much greater than expected and the University was able to accept a larger than planned number.
Distance education enrolments	0	0	0
B. Success			
Graduates UG	995	459	53% deviation. The expected number of graduates was calculated wrongly.
Graduates PG	111	36	67% deviation. The expected number of graduates was calculated wrongly.
Undergraduate output by scarce skills			
Engineering	0	0	0
Life and physical sciences	695	302	56% deviation. The equation used to calculate success rate will always result in a significant over estimation of graduation rate for a rapidly growing institution. The actual success rate when the number of graduating students is compared with the total number of students in 2017, being the year the cohort started, is over 70%.
Animal and human health	0	0	0
Teacher education	116	95	18% deviation. The target was not calculated correctly, In the approved enrollment plan the target success for the Bachelor of Education is given as 23% which would represent 95 graduating students.
Success rate	26%	10.7%	61% deviation. The equation used to calculate success rate will always result in a significant over estimation of graduation rate for a rapidly growing institution.
C. Efficiency			
Instructional/Research Professional Staff including part- time staff			

Headcount of permanent instructional/research professional staff	157	160	1.9% deviation.
% Staff with doctoral degrees	40%	46.2%	15% deviation. The University continues to support its staff to complete their doctorates and to focus on employing new staff who have a doctorate.
Number of nGAP staff	20	17	15% deviation. We are currently finalising three positions which we were unable to fill in the first round of advertising in 2020 and have now made offers.
Ratio of FTE students to FTE instructional/research staff	24.7:1	27:1	8% deviation. The ratio is slightly higher than expected as a result of the increased total number of students.
D. Research output			
Publication units per I/R staff	0.42	0.7	66% deviation. The units per I/R staff is substantially greater than the target and is due to the increased percentage of staff who are research active and have a doctoral degree.
Research Masters graduates (Weighted)	0	0	0
Doctoral graduates (Weighted)	0	0	0

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

During 2020, there was a total number of 138 Implementation measures and 65 objectives in 8 Activity Areas that formed part of the Annual Performance Plan (Internal). Of these objectives, 133 (96.4%) were achieved during the reporting period. The institution reported over achievement in some objectives. There was 100 % achievement in 5 of the eight Activity Areas with the lowest achievement being 88.9% as reflected in Table 2. Three (3.6%) of the implementation measures were either partially achieved or not achieved.

TABLE 2: SUMMARY OF PERFORMANCE AGAINST THE 2020 APP (INTERNAL)

Activity Area	Objectives	Implementation Measures	Achieved	% Achieved
Governance and Strategic Leadership and Management	3	5	5	100
Research and Knowledge Generation	7	14	14	100
Teaching and Learning	10	16	16	100
Planning and Institutional Support	8	27	24	88.9
Quality Student Experience	16	32	32	100
Engagement and Partnerships	8	15	14	93.3
Finance	9	19	18	94.7
Human Resources	4	10	10	100
Total	65	138	133	96,4

Activity Area 1: Governance and Strategic Leadership and Management.

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

Objectives:

- Implement an effective and efficient Multi-Campus Management Model;
- Develop an effective framework for ethical and sound governance and management at UMP;
- Establish systems and processes to ensure regulatory compliance and risk management at all institutional levels.

100% of the objectives were achieved in this Activity Area and include the following:

The implementation of the recommendation of the review of the multi-campus management model that was conducted in 2019. Action plans were developed and the following actions were implemented:

The review of the ToR of the Campus Management Committee and the Siyabuswa Support Services Committee; the alignment of the multi-campus management model with the new organogram and the creation of the two positions of Director: Marketing and Director: Stakeholder Liaison and Communication. Two workshops on leadership and management for E-MANCO were conducted on 14 October 2020 and 11 November 2020. 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 membership of Senate, Council and Council Committees and Institutional Forum were aligned with the UMP Statute. The Institutional Risk Register was reviewed on 29 September 2020 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 2019 Annual Report was submitted to the Department of Higher Education and Training (DHET) on 04 August 2020.

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

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

The major achievements in the Research and Knowledge Generation Activity Area were the increase in research projects supported by external funders and the number of staff who graduated with Masters' and Doctoral degrees in 2020. UMP received R7.8 million in 2020 compared to R5.7 million in 2019. Total money attracted in 2020 is R10 million which covers projects to be executed in 2021. The 2020 funders were NRF, DSI, NRF/BRICS, DHET (NESP), WRC, WRC/Wader, WIOMSA, Oak Foundation, NEMISA, European Commission (Erasmus+) and Rhodes University. The number of staff with doctoral qualifications increased to 46.2% compared to 43.2% in 2019. The increase in highly qualified staff has resulted in UMP receiving 70.8 units in the 2020 DHET Research Output

Evaluation Report. This is an increase of 43.6% in the number of units produced in 2019 (49.3319 units). The completion of four Masters' and four doctoral degrees was another highlight for 2020: Ms V Rademeyer and Ms L Jiyane obtained their Masters' degree in Education from the University of Johannesburg (UJ); Mr Danie Le Roux and Mr L Letsoalo obtained their Masters' degree in Sustainable Agriculture and Soil Science from UKZN and University of Venda, respectively. Drs M Mavhungu, M Musara, N Mbusi and P Shabalala obtained their Doctoral degrees in Entrepreneurship from UNISA, Business Management from UJ, Education from UJ and in Tourism Management from Wits, respectively. We increased the number of NRF rated researchers from 7 to 8 but at different Rating categories C1, C2s, C3s and Y2.

Faculty experts in proposal writing and research methodology, statistical methods and data analyses supported our postgraduate students (Honours and Masters) throughout the year. Emerging researchers received support through Research Community of Practice Seminars, Public Lectures and Seminars from distinguished presenters from national and international institutions (South Africa, Canada and Malaysia); Conference attendance, journal article publication fees, research support grants and workshops such as the annual writing retreat and preparations for NRF rating and funding applications were duly completed. Three of our researchers, Drs Gordon O'Brien, Inam Yekwayo and Julia Giddy, were selected to participate in the Future Professors Programme by DHET. The Research Excellence Award Ceremony was held on 17 December 2020 and the winner of the Faculty Researcher of the Year Excellence Award was Prof Wilfred Otang-Mbeng the winners of NRF Rated Excellence Award were Drs Julia Giddy and Mduduzi Ndlovu.

The University continued to expand its partnerships by actively collaborating with national institutions, such as SEDA and Timbali Incubator Technology, and international institutions such as the Harper Adams University, UK; University of Nairobi, Kenya and Friedrich Alexander University, Germany.

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 objectives were achieved in this Activity Area.

The following are the implementation measures that were achieved:

The mid-year and end of the year reports on the implementation of the Quality Enhancement Assurance framework and the University Capacity Development Plan were completed. Applications for new programmes were submitted to the Department of Higher Education and Training for Qualification Mix clearance (16) and to the Council on Higher Education for accreditation (17). A review of the WIL programme and its implementation in all diplomas was completed.

A calendar for the Programme of Academic Staff Support for Teaching and Learning was developed. A total of eight workshops on online teaching and Moodle use were held on both campuses. Online teaching and learning champions were identified in all schools. Eleven staff members participated in the PGDHE at Rhodes University. All new qualifications developed, namely, BA Honours in Sociology, BCom Honours in Economics, Postgraduate Diploma in Hospitality Management, BA Honours in Psychology, BA Honours in English, Master of Science, Higher Certificate in ICT, BA Honours in Geography, BA Honours in SiSwati, Higher Certificate in Event Management, Master of Arts, LLB, BSc in Forestry, BCom in Economics, PhD in Agriculture, PhD in Development Studies, and Tourism as a major in the BA and BCom, allowed for a range of entrance requirements including RPL. Orientation and mentorship programmes for first year students were conducted on both campuses as part of the First Year Experience. First Year Experience events were held online, and mentors provided academic support online.

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. 88.9% of the objectives were achieved in this Activity Area.

The following implementation measures were achieved during the reporting period:

The 7-Year Maintenance Plan for 2020 was implemented and monitored through monthly reports. The Integrated Renovation Plan for 2020 was also developed, implemented and monitored through monthly reports. The implementation measure that was not achieved was the implementation and monitoring of the Siyabuswa Beautification Project Phase II. The use of the Archibus facilities management system was improved by adding 26 users and issued 16 passwords for 2020. The SHE Management Plan, Security Management Plan and the Waste Management Strategy were implemented and monitored through monthly reports. A security risk assessment was conducted at both campuses. The new catering model was implemented and monitored through monthly reports in 2020. The implementation included hiring of operational staff, development of new menus and standard operating procedures (SOPs).

HEDA Dashboard workshops were planned and conducted for MANCO, Head of Schools and Programme Leaders. The workshop for the development of the monitoring and implementation framework was provided to MANCO. HEMIS

Data was submitted as per the DHET schedules. The Exam Timetable, Class Timetable and Room Booker modules were added on the CELCAT Timetabling System.

ICT replicated all virtual servers to Microsoft Azure South Africa South and South Africa North for disaster recovery and continuity. All Servers at Siyabuswa Campus, the University website and the DNS servers have been migrated to Azure and the DHCP redundancy has been setup at Mbombela.

In order to provide consistent backup power during inconsistent power an uninterruptible power supply (UPS) was installed in the server room at Siyabuswa campus. Not only is this UPS protecting our hardware investment, but even data loss; increasing user productivity. The network infrastructure, at Siyabuswa, was upgraded by installing a multi-mode to the Multipurpose Hall, UTP points and access points (APs). In addition, at Siyabuswa campus, Audio-Visual equipment was fitted in teaching venues, the Dean's boardroom, Library, Campus Security control room and student computer laboratories.

The New Infrastructure Projects developed the Quality Management System for monitoring construction projects and revised the Project Management System to be in line with the Department of Higher Education and Training (DHET) requirements. The two systems were approved by the Facilities Planning and Infrastructure Committee (FPIC) of Council in its second quarter of 2020 sitting.

Contracts commenced on the construction of the ICT and Security Building, the Academic and Archive Building, the 20MVA Bulk Electrical Substation, the Irrigation Laboratory, and Students Pavilions, the Infrastructure and Operations Building, the South Campus Drop-off Facility, the South Campus Civil and Electrical Infrastructure. Progress to achieve desired targets on these projects was negatively impacted by Covid – 19 Lockdown. The objectives that were not achieved are targeted for completion in the second and third quarters of 2021.

The New Infrastructure Projects Five Year 2015/16 to 2020/21 Infrastructure Development Plan was updated in order to ensure that infrastructure is delivered on time to meet the academic requirements of the University and that revised allocations are sufficient to cover planned expenditure. Significant progress has been made towards the development of New Five -Year Plan extending infrastructure development to 2025.

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;
- 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, 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 thankful; the 2020 SRC Investiture was a success and provided the Management of the University an opportunity to lay down the important foundation on the expected relationship and engagement between the University Management and the student leadership; the provision of training and development programmes for the student leadership; the successful holding of effective MANCO-SRC quarterly meetings; the provision of a vibrant and active student life through a number of virtual activities and programmes of the student societies, as well as living and learning communities.

The University provided 15 personal development workshops to students. The University was able to accredit over 100 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 2020 and made it to the ENACTUS National Competition held in July 2020, virtually. Our Team was the overall winner of (a) the Nedbank Triple Bottom Line Sustainability Award; (b) the Harmony LED Challenge Award; (c) the Harmony Business Solution for Community Development Award; and

(c) the FORD C3 Building Communities Project Partnership Award. They got second place for the Unilever Waste Plastic Challenge Award. Our Team was also awarded the inaugural Most Passionate and Innovative Team Award. Our ENACTUS Coordinator, Dr Ferdinand Niyimbanira, won the Faculty Advisor of the Year Award.

The University, in its response to the challenges of COVID-19 appointed two Contract Professional Nurses to provide additional support to the provision of health services to students in both Campuses of the University. We are pleased to report that the UMP was committed and went all out to provide support to students in ensuring that the spread of COVID-19 is managed and that students continuously adhere to, and observe, all the protocols and national regulations on the management of the spread of COVID-19, hence UMP did not record any loss of life from its students. The Student Counselling Centre provided the much needed counselling and mental health related services to students during the year.

Activity Area 6: Engagement and Partnerships

Goal 1: Promote, engagement for public good.

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

Goal 3: Promote and sustain the recognition of engagement as one of the core missions of 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;
- Participation in partnerships with relevant stakeholders (schools, TVET Colleges, HEIs other education and training providers, business and industry, professional bodies, civil society, NGO's and all levels of government);
- Promote and sustain the participation of staff and students in internationalization and international partnership activities;
- Foster and sustain partnerships with Alumni;
- Promote the integration of engagement, research, scholarship, teaching and learning;
- Recognising and reward engagement at all levels of the institution.

93.3% of the objectives were achieved in this Activity Area.

The University of Mpumalanga participated in three farm assessments and the compilation of production plans involving Ngugwane Farm, Nkabo Water

Technologies and CSK Agricultural Co-op in the Ehlanzeni District Municipality. Five Short Learning Programmes on CyberSecurity; Foundations of Farm Management; Agri-business Management and Records Management were developed. A programme on engaged citizenship was implemented as part of the Mandela Day activities. A programme on responsible citizenship was implemented in collaboration with ENACTUS. Africa Day was celebrated virtually on 25 May 2020. 5 Public Lectures by renowned national and international scholars were held during 2020. A virtual workshop for final year students on unemployability was held on 17 June 2020. A Career Expo was presented virtually on 21 and 22 October 2020. Partnerships were established with the following national strategic partners: Timbali Incubation Technology, and Henley Business School. Partnerships were established with the following international higher education institutions: University of Nairobi; Harper Adams University and the Baden-Wuerttemberg Cooperative State University.

An Alumni Chapter was launched in Gauteng on 21 November 2020. The Engagement Excellence Award Ceremony was held on 17 December 2020 and the winner of the Engagement Excellence Award was Dr Nonzwakazi Maqubela and the winner of Emerging Engagement Excellence Award was Mr Manelisi Kilani.

The implementation of an urban farming project with City of the Mbombela Local Municipality to address food security was not achieved. The delay was due to challenges experienced with signing of the MoU due to COVID-19. The signing of the MoU has been prioritized in 2021.

Activity Area 7: Finance

Goal 1: To establish the UMP's financial sustainability and sound financial management and control.

Goal 2: Develop a diverse range of income streams.

Goal 3: Ensure efficient utilisation of assets and resources.

Objectives:

- Identify initiatives to support the institutional strategic priorities and goals in a sustainable manner;
- Determine income streams and cost implications;
- Implement model to prioritise identified strategic initiatives and promote strategic-aligned resource allocation at all levels;
- Optimise student fees and subsidy income;
- Identify and secure more robust alternative revenue streams;
- Mobilise relevant role-players for fundraising;

- 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.

94.7% of the objectives were achieved in this Activity Area.

One of the main achievements involved holding an EMANCO workshop to identify initiatives to support strategic priorities; development of a resource allocation model within an approved Budget Guidelines for identified strategic initiatives. The identified initiatives were considered when allocating the 2021 budget; a template for developing a financially sustainable business plan for identified income opportunities of third-stream income was developed and used for the University Shop as well as Hotel and Catering business plan; the approved budget guidelines were employed for the 2021 budget allocation based on identified strategic initiatives.

UMP demonstrated continuous improvement in the control environment and utilised the Integrated Tertiary System (ITS) to upload the 2020 tuition and residence fees as approved by Council based on the DHET Ministerial approved increments. The 2021 financial budget was prepared based on inflationary and growth rates and submitted for discussion and approval by DHET. To ensure financial sustainability, the 2021 budget is premised on UMP's growth rate plus an increase to accommodate the impact of inflation. Furthermore, the development and submission of a Fundraising Policy to MANCO for consideration and UMP Third-Stream Income Strategy's approval flowing from the EMANCO workshop that identified additional third-stream income opportunities were achieved.

Finance highlight also includes the timely preparation and submission of quarterly management accounts to ARIGO, GFIC, DHET and Council during 2020, and the timely monthly reconciliation and closure of all finance sub-systems on ITS within a day of month-end in 2020. The UMP 2021 budget was submitted for review and recommendation by GFIC, ARIGO and EXCO, and approved by Council on 26 November 2020. The ITS budget module was set up, tested and operationalised during 2020 using the COVID-19 multi-modal plan budget allocation. Council approved the revised Petty Cash Policy and the Supply Chain Management Policy.

Finally, the online requisition and purchase order system's implementation was not achieved, the system requirements document was completed, and the template for delegation of authority, the implementation phase was delayed due to ITS system upgrade from version 3 to Integrator 4.1. The online requisition and purchase order system implementation is planned to be completed by 30 June 2021.

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 exceptional performing staff.
- Develop and facilitate a career advancement and staff development programme.
- Develop a Wellness Programme that will motivate staff and enhance performance.
- Develop user friendly HR systems and processes.

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

Induction sessions were held remotely during the first semester due to the National Lockdown. An in- person induction was held on 13 November for the new employees for both campuses. 8 Values inculcation workshops were conducted for both Support Services Divisions and Academic Schools. The important element of managing diversity was embedded in the values inculcation workshop as diversity is one of our Values. Workshops were conducted with NTEU and NEHAWU Branch Executive Committee members as part of our intervention to build capacity for Organized Labour.

The Talent Management Strategy has been developed and implementation workflows and frameworks to support the implementation of the strategy have been developed. The Workplace Skills Plan was submitted to the Department of Labour and Employment on 31 May 2020. 3 Leadership Development Programmes were provided for staff in Peromnes 5-8. The Values inculcation workshops that were conducted had appreciative inquiry as an underpinning orientation.

A wellness Calendar was compiled and implemented at both campuses during the National Lockdown, (March-June) and when the University was operating

remotely, staff members were provided with COVID-19 related information. Two Financial Wellness Workshops focusing on Financial Literacy and Retirement Planning were held on 19 and 23 November 2020 for Siyabuswa and Mbombela campuses respectively. The E-recruitment Framework has been developed and will guide the recruitment process. Workflows and Standard Operating Procedures have been developed.

**TABLE 3: PERFORMANCE AGAINST THE ANNUAL PERFORMANCE PLAN
(2018-2020)**

Year	% Average Performance	Governance & Management	Research & Knowledge Generation	Teaching & Learning	Institutional Support	Quality Student Experience	Engagement & Partnerships	Finance	Human Resources
2018	95	100	86.4	94.1	94.10	100	100	83.3	100
2019	97,2	100	100	100	92.60	100	96.2	91.7	94
2020	96,4	100	100	100	88.90	100	93.3	94.7	100

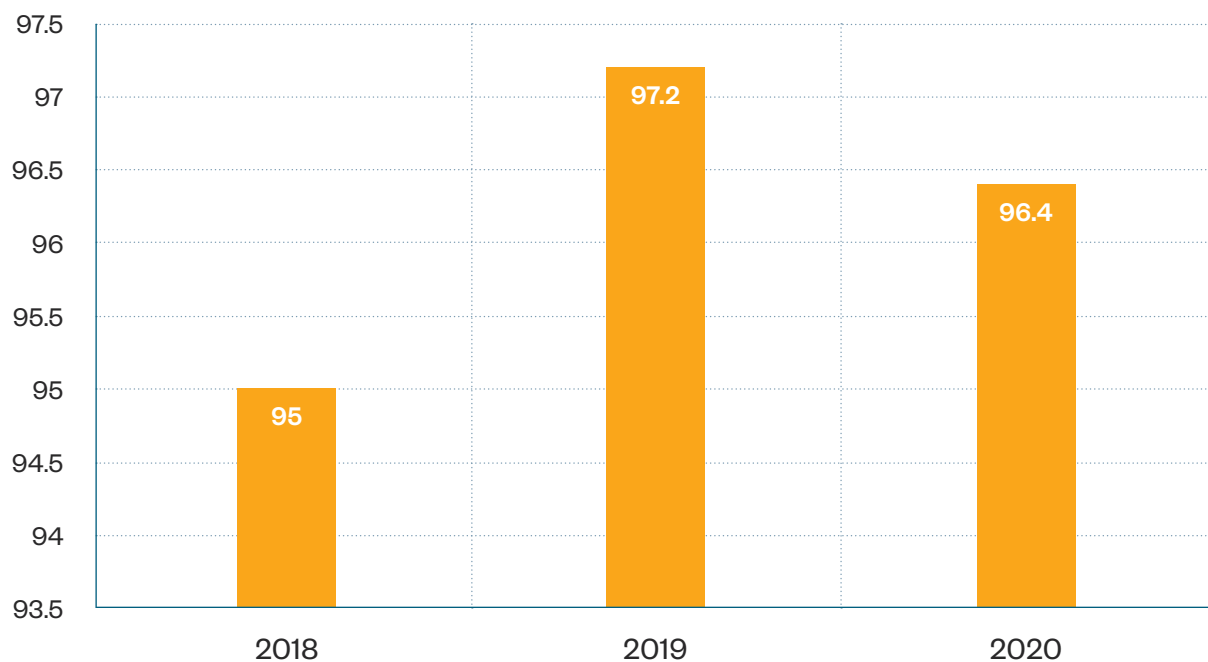


Figure 1: Average Percentage Performance (2018-2020)



Figure 2: Yearly Performance Per Activity Area

The data presented on Table 3, Figure 1 and Figure 2 suggest a consistent high performance on the Annual Performance Plans from 2018 to 2020. Performance has been 100% for two of the Activity Areas over the three-year period with 3 Activity Areas achieving 100% over a period of two years.

2.4. CONCLUSION

Throughout this report, evidence abounds about how relentless UMP has been in pursuing the goals and objectives in the Strategic Plan: Vision 2022. The majority of implementation measures derived from the objectives were achieved (96.4%). The implementation measures that were not achieved have been included in the 2021 Annual Performance Plan.

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 as members of MANCO. Council and Council Committees were functional in 2020 and discharged their roles and responsibilities in terms of charters approved by Council.

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

Our primary objective as Council was to guide the institution towards the advancement of its Vision and Mission. Council in 2020, had the additional responsibility to guide the institution to mitigate the impact of COVID-19.

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.

Council provided an oversight role with regard to the institution's Programme Qualification Mix (PQM); 2020-2025 Enrolment Plan; throughput and graduation rates and; monitoring research outputs.

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 virtually 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 as it provided the Chair of Council with an opportunity to provide guidance and support to Management.

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 under review. These reports covered the following critical aspects:

- Higher Education Sector Matters
- Academic Matters
- Academic Administration
- Institutional Support
- Vibrant Student Life
- Human Resources
- Finance
- Partnerships and Engagement
- 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 strategic 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. UMP developed two Annual Performance Plans. The first one was based on the template provided by the Departmental of Higher Education and Training and includes the Ministerial Targets as per the DHET approved Enrolment Plan. The second APP is derived directly from the Operational Plans which are taken 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 very good with most of the targets being achieved.

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

The 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.

In September 2020, 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 which 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. The emerging risks identified in 2020 included the effects of load shedding on the fuel supply for generators at the University and COVID-19 related risks. In particular, the risk pertaining to business continuity during periods of National Lockdown and access to online teaching and learning. As a result, ARIGC commissioned an audit by the Internal Auditors on the compliance of the institution to COVID-19 Protocols. The findings confirmed that the controls and systems in place were effective and adequate.

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 ARIGC and the Audit Steering Committee by standing invitation. The attendance of combined meetings by both the Internal and External Auditors is considered to have provided Council with combined assurances.

3.4. COMPLIANCE WITH LAWS, CODES, RULES AND STANDARDS

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 and the Higher Education Act of 1997, as amended. The University operations were performed in line with relevant policies, guidelines and procedures.

Council, as reflected in Annexure 1, approved Fifteen (15) policies. 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.

The Delegation of Authority Document guided the levels of decision making at the institution.

3.5. GOVERNANCE OF INFORMATION COMMUNICATION TECHNOLOGY

Council approved the Cyber Security policy and the ICT Incident Management policy. The Cyber Security policy sets out the principles for protecting the confidentiality, integrity and availability of the University's information and communications technology resources and also allocates responsibilities for the governance and management of cyber security. The ICT incident management policy ensures that incidents that affect the daily operations of the University are managed through an established process. The ICT Committee provided strategic leadership and ensured open communication between ICT and other Divisions at the University. Reports were presented at MANCO and written periodic reports and policies were tabled at ARIGO for either noting or consideration.

3.5.1. ICT GOVERNANCE OF RISK

The identified ICT risks were incorporated into the University's Risk Register to ensure that the ICT risks receive the attention of the University management. All ICT risks in the University Risk Register were addressed in order to minimise the impact of those risks on the IT resources and the operations of the University. The risks that were identified in the ICT Operational Risk Register were also addressed in order to minimise their impact on the strategic objectives of the University.

3.5.2. ICT DEVELOPMENTS AT BOTH CAMPUSES

Upgrade of the University ERP system to ITS Integrator 4.1

The project to upgrade the ITS Integrator from version 3 to Integrator 4.1 has been

completed. The “GO-LIVE” date for the system was 17 September 2020. Both the ERP production environment and ERP’s test environment are up and running with the latter being used for testing new programmes and user training.

Student Data Bundles

The University entered into agreements to supply data bundles to students during lockdown, with the three Mobile Network Operators (MNOs) viz. VodaCom, MTN, and CellC. This was after the Minister of Higher Education, Science and Innovation, announced that the State will facilitate access to data bundles for three months for students funded by NSFAS on the DHET Bursary Scheme and Funza Lushaka students funded by the DBE Bursary scheme. However, the University negotiated with the three MNOs to have these deals apply to all students. The deals were made of 10GB anytime and 20GB night-time data available to all students at R65 per student per month for a period of three months. Through this initiative, students were able to access online teaching and learning while they were off-campus.

Zero Rating of University Sites

The University entered into agreements with the four Mobile Network Operators (MNOs) viz. VodaCom, MTN, TELKOM and CellC, to zero-rate some University sites offering students and staff educational content. The following websites were zero-rated by all four MNOs:

- The Learning Management System- MOODLE
- The University’s Integrator iEnabler system
- The University Website
- The Library System
- The University Intranet
- The Library Search Gateway- PRIMO

This free access enabled University students and staff to continue with their learning and teaching processes during the lockdown break, without worrying about data charges.

Server Infrastructure Upgrade

The University’s Microsoft server infrastructure was built in 2014 and Windows Server 2012 was deployed to all physical servers and virtual servers. Windows Server 2012 operating system is now outdated and has limited functionality and weak security features as compared to Windows Server 2016. A total of 60 servers have been upgraded to Windows Server 2016. Over and above improving security and relative performance this upgrade ensured server consolidation, management efficiency and reliability.

UMP Server Hosting and DNS

The University Website and the external DNS were moved to Microsoft Azure. Previously, the servers were hosted in the main Server Room at Mbombela

Campus. The Website was unavailable every time the University experienced load shedding or problems with the SANReN backbone which provide internet access to the University. The external DNS server was also causing problems with email delivery every time the server was unreachable to the public. The service comes with the server guaranteed uptime of more than 90% since the servers are replicated throughout Microsoft data centres.

Siyabuswa Campus Infrastructure Upgrade

In order to provide consistent backup power during inconsistent power, an uninterruptible power supply (UPS) was installed in the server room at Siyabuswa campus. Not only is this UPS protecting our hardware investment but even data loss; increasing user productivity. The network infrastructure at Siyabuswa, was upgraded by installing a multi-mode fibre to the Multi-purpose Hall, UTP points and access points (APs). In addition, Audio-Visual equipment were fitted in teaching venues, the Dean's boardroom, Library, Campus Security control room and students computer laboratories.

Donated Student Laptops

The University received 300 laptops from the Robert Gumede Family Keni Foundation which were donated to the University following the request that the Vice Chancellor submitted to Mr Robert Gumede. The University took a decision to make these laptops available for students as loaned laptops to those students who are in need of a laptop and also meet the terms and conditions for the students' loan laptops. The laptops are assisting those students who currently do not have devices. Some students were connecting to online University and Internet resources using their smartphones and tablets because they do not have laptops, which is not an ideal situation.

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 4: ICT EXPENDITURE

FINANCIAL STATUS

		Completed	Under Construction
		NBP0019	NBP0021
Item	NBP0012 Science Research Facilities	IT and Security Building	Academic and Archive Building

ICT Project Budget (Incl Vat)	R7 817 055	R9 702 600	R2 859 413
Funds Committed (Incl Vat)	R7 817 055	R7 444 323	R2 353 253
ICT Project Expenditure (Incl Vat)	R7 817 055	0	0
ICT Project Budget Remaining	0	0	0
Total Expenditure	R7 817 055		
Total Funds Committed		R9 797 576	

3.6. STRATEGIC LEADERSHIP/MANAGEMENT

Council together with the Executive Management provided strategic leadership and management of the institution in line with the 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 in relation to the Annual Performance Plan.

Council performed its oversight role in relation to institutional transformation strategies and plans.

3.7. ASSESSMENT OF INSTITUTIONAL PERFORMANCE PER THE ANNUAL PERFORMANCE PLAN

Outstanding performance was achieved in the implementation of the 2020 Annual Performance Plan. Ninety six percent (96,4%) of the objectives were achieved in 2020.

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.
- Activity Area 8: Human Resources.

It is encouraging to note that 100% performance was achieved in Research and Knowledge Generation and Teaching and Learning which are core missions of the institution. It is important to note that 100% achievement was reported in the area of Governance and Strategic Leadership which suggests the application of sound governance principles at the institution. Performance in the other areas ranged from 88,9% to 94,7%. All the implementation measures (5) that were not achieved in 2020 will be completed during the first half of 2021.

3.8. CONCLUSION

In a year that was dominated by COVID-19, Council provided oversight in guiding the University to navigate the challenges imposed by the Coronavirus and to complete the 2020 Academic year successfully.

Council has been prudent and meticulous in exercising its governance role. This is borne 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 unremittingly. Significant to note is the sizable investment in ICT, so that the University staff and students have the state-of-the-art technology as this forms the backbone of a 21st Century University.

UMP has continued in its developmental trajectory in relation to teaching and learning, research and engagement. The reported achievement of objectives in the Annual Performance Plan is a satisfying advent. 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



Prof David Mabunda



Ms Charmaine Mabuza



Prof Selby Ripinga



Mr Gay Mokoena



Prof Thoko Mayekiso



Prof Moses Mbewe

EXCO of 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.

TABLE 5: MEMBERSHIP AND ATTENDANCE OF COUNCIL MEETINGS

Name of Council Member	Constituency	Percentage of Meetings Attended
Prof D M Mabunda (Chairperson)	Council Appointee	100%
Ms C Mabuza	Council Appointee	75%
Prof S S Ripinga	Council Appointee	100%
Ms M C Ledwaba	Council Appointee	75%
Mr T G Mokoena	Council Appointee	100%
Mr O Galane	Council Appointee	100%
Mr J Aling	Ministerial Appointee	100%
Prof T Nhlapo	Ministerial Appointee	75%
Ms N Ravele *	Ministerial Appointee	100%
Prof M Kanyane *	Ministerial Appointee	100%
Ms N Madlakana **	Ministerial Appointee	67%
Prof T V Mayekiso	Executive Management	100%
Prof M Mbewe ***	Senate Representative	100%
Prof P Lukhele-Olorunju ***	Senate Representative	100%
Dr T Sabela	Academic Staff Representative	50%
Mr J Thrush	Support Staff Representative	100%
Mr M Nkosi	Convocation Representative	100%
Mr M Khoza	Convocation Representative	75%
Prof T Ngqondi	Chairperson of IF	100%
Mr C Msimango	SRC President	50%
Ms C Magagula	SRC Secretary General	25%
TOTAL		85%

*Appointed on 01 February 2020

** Appointed on 19 June 2020

*** Reappointed for second term on 10 November 2020

Council held four meetings in 2020 on 26 March, 25 June, 01 October and 26 November 2020. The average attendance was 83%. The Council of the University consisted of 21 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 6: MEMBERSHIP AND ATTENDANCE OF THE NOMINATIONS COMMITTEE

Name of Member	Percentage of Meetings Attended
Mr Mabuza C (Chairperson)	100%
Prof Mayekiso T V	100%
Ms Madlakana N *	100%
Ms Ledwaba M	100%
Total	100%

* Appointed as a member of NC on 25 June 2020

The Committee held two ordinary meeting in 2020. The meetings were held on 03 March and 10 November 2020. 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, No 101 of 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 7: MEMBERSHIP AND ATTENDANCE OF EXCO

Name of Member	Percentage of Meetings Attended
Prof Mabunda D M (Chairperson)	100%
Prof Mbewe M	67%
Ms Mabuza C	100%
Prof Mayekiso T V	100%
Mr Mokoena T G	50%
Prof Ripinga SS	100%
Total	84%

** Resigned on 19 July 2019.*

The Committee held four ordinary meetings on 17 March, 11 June, 10 September and 17 November 2020. The average attendance was 84%.

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 8: MEMBERSHIP AND ATTENDANCE OF THE STRATEGY COMMITTEE

Name of Member	Percentage of Meetings Attended
Prof Kanyane M * (Chairperson)	100%
Prof Ripinga S S	100%
Prof Mayekiso T V	100%
Mr Khoza M	67%
Mr Nkosi M	100%
Total	92%

* Appointed as Chair of SC on 26 March 2020

* Appointed as member of SC 26 March 2020

The Committee held three ordinary meetings in 2020 on 27 February, 01 September and 03 November 2020. The average attendance was 92%.

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

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

Name of Council Member	Percentage of Meetings Attended
Mr Mokoena TG (Chairperson)	100%
Mr Galane O	100%
Ms Deiner G	100%
Ms Ravele N *	100%
D Ramasodi	25%
Total	84%

**Appointed as a member of ARIGC ON 26 March 2020*

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

The Committee held four ordinary meetings in 2020. The ordinary meetings were on 10 March, 20 June, 03 September and 05 November 2020. The average attendance was 84%.

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 10: MEMBERSHIP AND ATTENDANCE OF THE GOVERNANCE, FINANCE, AND INVESTMENT COMMITTEE

Name of Member	Percentage of Meetings Attended
Ms Ravele N * (Chairperson)	100%
Mr Pather K	100%
Prof Mayekiso T V	100%
Mr Galane O **	100%
Mr Aling J	75%
Mr Mokoena T G	75%
Total	88%

* Appointed as a Chair of GFIC on 26 March 2020

** Interim Membership of GFIC Terminated on 26 March 2020

The Committee held four ordinary meetings in 2020 on 03 March, 18 June, 02 September and 06 November 2020. The average attendance was 88%.

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 of the Higher Education Act, No 101 of 1997, as amended.

TABLE 11: MEMBERSHIP AND ATTENDANCE OF THE HUMAN RESOURCES COMMITTEE

Name of Member	Percentage of Meetings Attended
Prof Nhlapo T (Chairperson)	100%
Prof Mayekiso T V	100%
Ms Ledwaba M	100%
Prof Kanyane M B *	100%
Mr Myeki M (Acting ED: HR) **	100%
Dr Govender L (ED: HR) **	100%
Ms Umlaw M	67%
Total	93%

*Appointed as a member of the HRC on 26 March 2020

**The Acting ED: HR was replaced by the ED: HR

The Committee held three ordinary meetings in 2020 on 25 February, 27 August and 29 October 2020. The average attendance was 93%.

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 12: MEMBERSHIP AND ATTENDANCE OF THE FACILITIES PLANNING AND INFRASTRUCTURE COMMITTEE

Name of Council Member	Percentage of Meetings Attended
Mr Aling J (Chairperson)	100%
Mr Els G	100%
Prof Mayekiso T V	100%
Mr Mokotedi D	100%
Mr Galane O	100%
Mr Khoza M *	33%
Total	91%

**Appointed as a member of FPIC on 26 March 2020*

The Committee held four meetings in 2020 on 28 February, 02 June, 25 August and 11 November 2020. The average attendance was 91%.

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, No 101 of 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 13: MEMBERSHIP AND ATTENDANCE OF THE REMUNERATION COMMITTEE

Name of Member	Percentage of Meetings Attended
Prof Ripinga SS (Chairperson)	100%
Ms Mabuza C	50%
Prof Nhlapo T	0%
Prof Mayekiso T V	100%
Ms Ravele N *	100%
Mr Galane O	100%
Mr Marais P	50%
Dr Govender L	100%
Mr Pather K	100%
Total	73%

**Appointed as a member of REMCO on 26 March 2020*

The Committee held two ordinary meetings in 2020, on 03 March and 04 September 2020. The average attendance was 73%.

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, a workshop on Conflict Resolution was presented to the SRC/CRC members on 6 August 2020 via Zoom. A similar workshop was provided to the student political structures on 13 and 20 August 2020. 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

A real commitment to the processes of transformation, diversity management and organisational change begin with the will, desire and decision to transform. That was demonstrated by how the Trade Unions' commitment was high in the planned engagements during this period, even under the conditions imposed by the outbreak of COVID-19 virus, which led to the country to be put under Lockdown.

It was on the same breath and encouragement that the University's recognised Trade Unions actively and constructively participated in the following key strategic and operational issues, among others, through Management-Labour engagements organised during this period:

- PDRE Time-limes 2020 to ensure compliance with expected outputs at each level so that performance bonuses for 2019 are paid in time and also employees contracted for 2020;
- Progress on the implementation of Compulsory Medical Aid, which was noted to be positively progressing;
- Considering the surge of ill-health cases reported, a development of an Ill-health/incapacity Policy was suggested and it was agreed that the process of consultation in this regard be initiated with the Draft Ill-Health/Incapacity Policy;
- Proposed restructuring processes at Siyabuswa Campus to consider redundancy of employees working in the Kitchen/Dinning Hall due to students no-longer making use of the kitchen/dining Hall; which was finalised by the end of December 2020 with the view that the employees report beginning of 2021; and
- Discussion of COVID -19 status and engagements on strategies to mitigate the scourge of the pandemic and health and safety of employees in the circumstances.

Of importance, the following achievements were made and can be proudly recorded as University success stories because of worker participation in the circumstances:

- Successful implementation of the outcomes of the Organisational Review Project of 2019 through meaningful consultation with trade unions and affected employees.
- Development of an all-inclusive Risk- Adjusted Plan for managing COVID-19 and the return to work strategies during the alert levels in terms of COVID-19 regulations.
- Worker participation was also enhanced by continued engagement of general university employees through information sharing session on Human Resources

policies and procedures which were successfully organised through virtual platforms.

The cooperation and meaningful contribution made by our social partners (trade unions) on these matters ensured order and stability, which, among others, made it possible for the University to function well during these trying times. It can be deduced from the above that the University's academic project was able to continue during this period, despite all odds, due to sound and peaceful labour relations at the University, which was a result of a premium put on worker participation by Management.

4.4.2 STATEMENT ON STUDENTS' PARTICIPATION

The University continued in 2020 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. Most of the meetings that happened after March 2020 were held through virtual means due to the Covid-19 pandemic. The Dean of Students also held the scheduled meetings with the SRC. The other level of engagement with the student leadership was between the Managers: Student Governance and the CRCs at their respective Campuses. The Campus Director at the Siyabuswa Campus also held the scheduled meetings with the CRC at the Campus. All these engagement opportunities were used to ensure that issues that relate to students are 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 student 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. The SRC Representatives also attended and participated, as members, in Committees of MANCO within the University where issues that relate to student matters were dealt with, such as, the Student Catering Management Committee; the Student Support Services Committee; the Student Financial Aid Committee; the Safety, Health and Environment (SHE) Committee; and the Transformation Committee. The participation of the student leadership in these committees and other one-on-one engagements ensured that issues were dealt with immediately they were raised. The Managers: Student Governance and Development as well as the Student Development Officers continued to work with the committees of Student Societies to ensure that issues that need the attention of the University Management are attended to as soon as possible, but also to ensure the smooth functioning of those 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 successfully held on 27 November 2020. The University arranged manifesto meetings for the students who were contesting the elections on both Campuses. 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. And for the first time in the history of UMP, a female SRC President was elected to lead the student leadership in 2021.

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 onboarding 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 as part of PDRE.

5. COUNCIL STATEMENT ON SUSTAINABILITY

5.1. INTRODUCTION

The University of Mpumalanga contributed to the socio-economic development of the Mpumalanga Province by incorporating construction development targets in its New Infrastructure Projects Portfolio.

The Preferential Procurement Regulations 2017 issued in terms of the Preferential Procurement Policy Framework Act, 2000, came into effect on 1 April 2017. The regulation is aimed at using procurement to promote local industrial development, socio-economic transformation and the empowerment of small business enterprises, cooperatives, and rural and township enterprises.

The University continues to embrace its role as a strategic partner with government to participate in addressing the socio-economic development needs of the local community and South Africa as a whole.

The University elected to make it a contractual condition that contractors must commit to sub-contracting at least 30% of the rand value of the contract to EMEs or QSEs with at least 51% ownership by black people, including those with disabilities and those living in rural or underdeveloped areas or townships, black youth, black women, black military veterans and, co-operatives owned by black people.

5.2. EMPOWERMENT TARGETS

TABLE 14 : EMPOWEMENT ACHIEVEMENTS AS AT 31 DECEMBER 2020

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
Orchard - South Entrance Road and Associated Service	63	52	11	55	0
Orchards Campus Road and Associated Services	26	22	4	9	0
Hill Campus Central Infrastructure Ring Road and Services	38	28	10	22	0
Boschrand Dam and Water Course Upgrade	23	19	4	10	0
Hill/Orchards Campus MV Switchgear Supply and Installation	2	1	1	0	0
SIP2002b MV and LV Reticulation Network for Hill/Orchards Campus	0	0	0	0	0
Hill & Orchards Campus Switching Stations	77	72	5	59	0
Construction of the 20MVA Substation	29	24	5	15	0
South Campus Civil Infrastructure Upgrade	28	17	11	21	0
ICT and Security Building	10	8	2	3	0
Academic and Archive Building	22	16	6	12	0
Irrigation Laboratory	10	6	4	5	0
Renovation of Infrastructure and Operations Building	4	2	2	0	0
Total	332	267	65	211	0

According to Table 26, 332 direct jobs were created through the construction programme. 211 (64%) of the jobs were offered to the youth and only 65 (20%) were occupied by women. The majority of the jobs (80%) were occupied by males. Unfortunately, none of the jobs were offered to people with disabilities.

5.2. EMPOWERMENT OF COMPANIES

The Minister of Finance has, in terms of Section 5 of the Preferential Procurement Policy Framework Act, 2000 (Act No.5 of 2000), made the regulations set out in the Schedule. Preferential Procurement Regulations, 2017 of the Act allowed for 30% subcontracting of the work under Section 4(1). The University has in its construction procurement documents applied a pre-qualifying criterion of subcontracting a minimum of 30% to advance Exempted Micro Enterprises (EME) or Qualifying Small Enterprises (QSE) which are at least 51% owned by black people.

The total construction value of work at the Hill/Orchard, Lower and South Campuses since this criterion has been implemented, amounts to **R 340 945 648**. A total of **R 269 623 026** was applied to the 30% subcontracting policy after deducting specialised equipment. A total of **R 89 569 502** (33%) has been subcontracted to EME & QSE subcontractors.

5.3. TRAINING OF STUDENTS

Another important contribution of the New Infrastructure Project is the skills development in the form of learnerships/internships and on the job training.



*Portia Mumuli
Portia Mumuli enrolled for INTEC National Diploma N6 Civil Engineering and is currently employed by GVK Siya Zama as a Training Site Engineer.*



*Noxolo Mhlongo
Noxolo Mhlongo joined GVK Siya Zama to do her Practicals. She has completed N6 Civil Engineering Diploma at the Brooklyn College. She is furthering her studies in Accounting Sciences at UNISA and gaining practical experience in the Quantity Surveying Department and Quality Assurance.*



*Sibusiso Mashele
Sibusiso Mashele joined GVK Siya Zama as a Training Safety Office after completing SAMTRAC Introduction and SAMTRAC but without work experience.*



*Wonda Dube
Wonda Dube joined GVK Siya Zama as General Worker and showed exceptional skills and management abilities. He was promoted to Charge Hand and is currently in training to become a Junior Building Foreman*

5.4. STAKEHOLDER ENGAGEMENT AND PARTICIPATION

The University continued recognising the importance of stakeholder management and empowerment as part of the roll-out of new infrastructure projects during the reporting year. To that effect, the University supported the functioning of the New Infrastructure Projects Stakeholder Advisory Committee (NIPSAC). This Committee managed to meet using virtual platforms due to COVID-19 and has, to a certain degree, been functional during the year under the conditions.

The University has, through NIPSAC, been able to promote local economic participation as well as the provision of skills training and development opportunities for the target groups as per the New Infrastructure Projects Development Plan of the University.

5.5. CONCLUSION

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

6. CAMPUS DEVELOPMENT

6.1. INTRODUCTION

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. The 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 near completion of the Lower Campus by 2020 with the exception of the Archive and Academic Building, ICT and Security Building, and the Lower Campus Gate House which have all started and progressed construction during 2020.

The South Campus has received much attention, with planning and commencement for the first infrastructure services. The civil work commenced on site in the first quarter of 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. Phase one, which consists of extensive renovations and additions to the existing former DARDLEA complex commenced in 2020, with completion anticipated in the first quarter of 2021.

The design and planning of the Hill and Orchard Campus has also progressed substantially during 2020. The roads, electrical, water and sewer services are 100% complete. Construction the 20MVA bulk electrical plant commenced during the first quarter of 2020.

6.2. BUILDING AND INFRASTRUCTURE DEVELOPMENT

6.2.1. NBP0012: SCIENCE RESEARCH BLOCK

The Science Research Block is located on the Western edge of the primary vehicular route linking the Lower Campuses 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 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 building was handed over for end-user occupation in the first quarter of 2020.

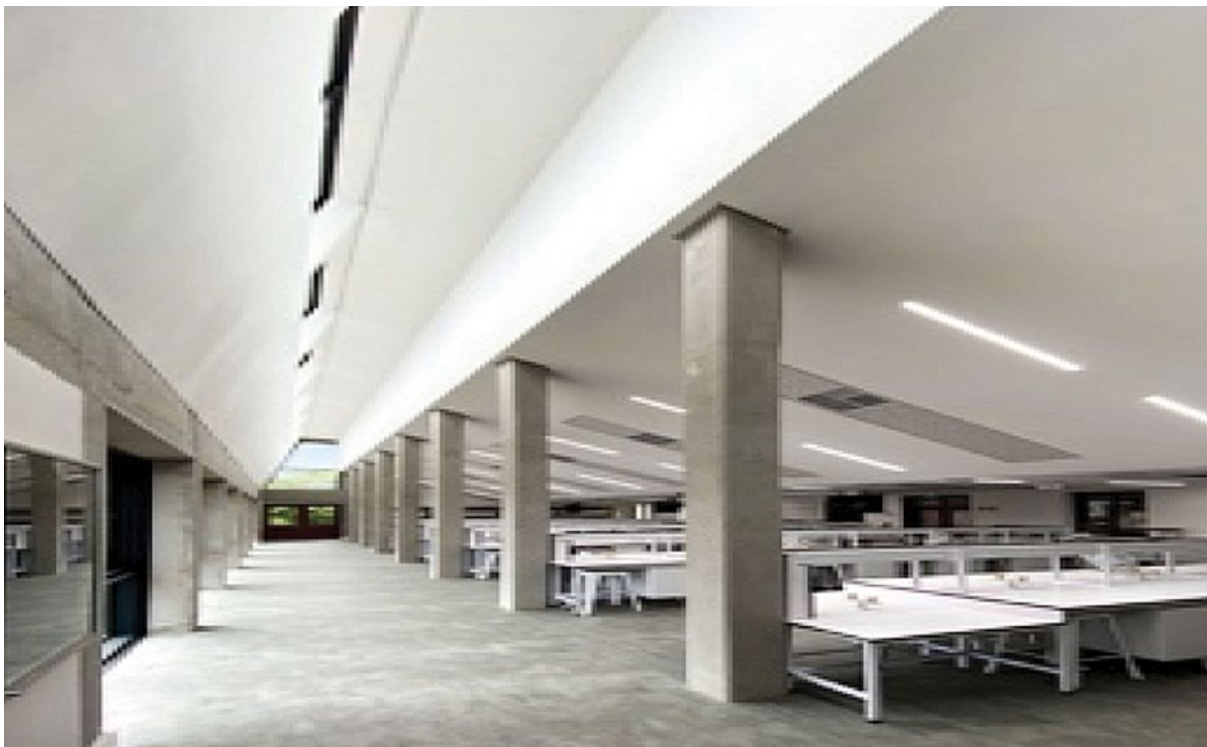


Figure 3: NBP0012 Science Laboratories



Figure 3: NBP0012 Science Laboratories



Figure 4: NBP0013 Student Residence

6.2.2 NBP0013: NEW STUDENT RESIDENCE AND DINING FACILITY

The NBP0013 Project objective was to develop a new central student Dining Hall and Student Residence (240 beds) for the Lower Campus of the University. The dining amenities of the campus are limited, and with the increasing enrolment numbers, the construction of a comprehensive dining hall with seating for over 700 students has become imperative. The building consists of an industrial kitchen and support facilities to ensure the proper operation of the dining hall. The project also provided for 240 student beds in various configurations. Half of the beds are 2-bed per room format, with 40 percent for single bed per room types, and approximately 25 self-catering units. The self-catering units are used for senior students, postgraduates, and even by visiting researchers.

The building is located on the South West end of UMP Lower Campus, to the West of the primary vehicular and pedestrian entrance to Lower Campus. The site has an elongated shape with the South Elevation facing onto the D725 and the North Elevation facing towards an internal campus road adjacent to a student residence building.

The occupation certificate was issued in February 2020, ahead of the start of the new academic year.

6.2.3 NBPO019: 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 in the project are the 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 ITC staff, as well as office support facilities, such as meeting rooms. A variety of standard office space 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 a meeting rooms. The Security Staff Facilities will also contain restrooms, an ablution facility and change rooms.

The design started in June 2018, with the procurement of contractors concluded in September 2019. Construction commenced in May 2020 with a targeted completion date of October 2021.



Figure 5: NBP0021 Archive and Academic Building

6.2.4 NBP0021: 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 University. The main function of the building will be to accommodate the various facilities and amenities related to archiving within the University. 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 the contractor commencing on site in May 2020 and completion is targeted for September 2021.

6.2.5 NBPO022: 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 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 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 the contractor appointed in August 2020 and completion targeted for June 2021.

6.2.6 NBPO023: RENOVATIONS OF THE INFRASTRUCTURE AND OPERATIONS BUILDING

The project objective is to develop offices for the Facilities and Operations of the University and to expand learning and training facilities within the existing campus infrastructure. These buildings are located on the central to western portion of the South Campus, south of the existing former DARDLEA Building. The scope of work entails renovation of existing office space, conversion of offices to lecture rooms and meeting venues, a new ablution facility, external works comprising of paved walkways that will allow universal access, quality and connected outdoor spaces as envisioned in the UMP Campus Master Plan.

6.3. CONCLUSION

The building project is building according to agreed time frames, and on budget. Key aspects, like employing local communities where feasible are implemented – sensitive to community aspirations balanced with institutional realities.

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.

The main focus of the higher education sector in 2020 was on addressing the impact of COVID-19 on the academic project. This involved the adoption of online learning as the dominant mode of delivery and the adjustment to the Academic Year. In the case of the University of Mpumalanga, the 2020 Academic Year was extended to 31 January 2021.

7.3. SENATE MEMBERSHIP AND ATTENDANCE

TABLE 15: MEMBERSHIP OF SENATE AND ATTENDANCE

Name	Designation	Attendance
Prof TV Mayekiso	Vice-Chancellor and Chairperson	100%
Prof V Gumede*	Dean: Faculty of Economics, Development and Business Sciences	100%
Prof M Mbewe	Dean: Faculty of Agriculture and Natural Sciences	75%
Dr P Maminza	Dean of Students	100%
Prof H Israel	Dean: Faculty of Education	75%
Prof C Gwandure	HoS: Social Sciences	100%
Prof E Boshoff	HoS: Development Studies	100%
Prof F Kutu	HoS: Agricultural Sciences	100%
Prof D Parker	HoS: Biological and Environmental Sciences	75%
Prof T Ngqondi	HoS: Computing and Mathematical Sciences	75%
Prof P Lukhele-Olorunju	Director: Research Management	100%
Ms Z Mathe	Director: Library and Information Services	100%
Mr L Ganyani	Programme Leader: BSc Agriculture	50%
Dr RH Khwidzhili	Programme Leader: ADPAGX	75%
Dr T Madzivhandila	Programme Leader: Bachelor of Development Studies	100%
Prof P Siyongwana	Programme Leader: BSc in Environmental Science	100%
Dr N Zhakata	Programme Leader: Diploma in ICT and Advanced Diploma in ICT	100%
Dr LN Maqubela	Programme Leader: Bachelor of Arts	100%
Prof A Maredza	Programme Leader: BCom	100%
Dr J Masalesa	Programme Leader: Foundation Phase Teaching	25%
Dr N Mathaba	Programme Leader: Advanced Diploma in Agricultural Production Management and Post-Harvest Technology	100%
Dr O Mhlanga	Programme Leader: Hospitality Management	100%
Prof V Mlambo	Programme Leader: Diploma in Animal Production	100%
Dr J Molepo	Programme Leader: Bachelor of Administration	100%
Prof T Mwabvu	Programme Leader: BSc General	100%
Dr M Ndlovu	Programme Leader: Nature Conservation	100%

Dr J Ndoro	Programme Leader: B Agric and BAG-Hons	100%
Dr F Niyimbanira	Academic Staff Representative	100%
Mr MJ Seema	Programme Leader: Diploma in Agriculture	75%
Mr J Vele	Chief Information Officer	100%
Dr E Tshikwatamba	Campus Director: Siyabuswa	75%
Dr S Machingambi	Senior Academic Staff Development Professional	100%
Dr M Bembe	Academic Staff Representative	100%
Mr M Makgaleng	Academic Staff Representative: Siyabuswa Campus	50%
Prof G Mahlomaholo*	Professor: Education	0%
Prof J Sibanyoni	Associate Professor: Hospitality and Tourism Management	100%
Mr S Legodi	Registrar	100%
Ms N Shongwe	Deputy Registrar: Academic Administration	100%
Ms MC Ledwaba	Council Representative	100%
Mr M Nkosi	Council Representative	100%
Mr C Msimango	SRC President	50%
Mr T Khumalo	SRC Academic Officer	75%
Average attendance	129	88%

**Term of office started on 01 November 2020*

Senate held four ordinary meetings in 2020 as follows:

12 March
02 June
02 September
10 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 Senate Committees, Faculty Boards and the Management Committee.

TABLE 16: MEMBERSHIP AND ATTENDANCE OF THE EXECUTIVE COMMITTEE OF SENATE

Name	Designation	Attendance
Prof TV Mayekiso	Vice-Chancellor and Chairperson	100%
Prof E Boshoff	HoS: Development Studies	100%
Prof H Israel	Dean: Faculty of Education	100%
Mr S Legodi	Registrar	100%
Prof M Mbewe	Dean: Faculty of Agriculture and Natural Sciences	100%
Prof T Ngqondi	HoS: Computing and Mathematical Sciences	100%
Dr E Tshikwatamba	Campus Director: Siyabuswa	75%
Average attendance		96%

Four meetings of the ECS were held in 2020 as follows:

04 March 2020
 21 May 2020
 13 August 2020
 29 October 2020

7.5. ACADEMIC PLANNING AND DEVELOPMENT OF THE PROGRAMME QUALIFICATION MIX

Throughout 2020, the University continued to concentrate on the development of the Programme Qualification Mix (PQM) and accreditation of new programmes. The 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 the University is active and new qualifications in new fields. In 2020, the University received PQM clearance from the Department of Higher Education and Training for eight new programmes and accreditation from the Council for Higher Education for twelve new programmes. The newly accredited programmes, which were launched in 2020, are the following:

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

- Master of Science in Agriculture
- Master of Agriculture in Agricultural Extension

The following qualifications were accredited in 2020 to be launched in 2021:

- Master of Science
- BA Honours in Geography
- BA Honours in Sociology
- BA Honours in English
- BCom Honours in Economics

At the end of 2020, and for the start of the 2021 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: 5**

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

Bachelor of Arts Honours in Sociology
Bachelor of Arts Honours in English
Bachelor of Arts Honours in Geography

- Master's Degrees: 5
Master of Agriculture in Agricultural Extension
Master of Development Studies
Master of Education
Master of Science in Agriculture
Master of Science

Programme development in new fields continued in 2020 and included Law, Forestry and Event Management, and the University submitted to DHET applications for PQM clearance for an LLB, BSc (Forestry) and for a Higher certificate in Event Management. 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 on new qualifications at a higher level in fields in which the University is already active as well as the new fields of study. These included Postgraduate Diplomas in Nature Conservation, Hospitality Management, Agriculture and ICT, and Honours in Psychology, Industrial Psychology, siSwati and Geography.

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 2020 is summarized in the Table on the following page.

The University implemented its Enrolment Plan (2020- 2025) as approved by the Department of Higher Education and Training. The Enrolment Plan will see the University grow to a total size of 8940 students with 7874 undergraduates and 1066 postgraduate students by 2025

7.6. TEACHING AND LEARNING POLICY FRAMEWORK

In 2020, three new policies were approved by Council. These were: Policy for Honours Degrees and Postgraduate Diplomas; Policy for Advanced Diplomas and; Quality Assurance and Enhancement Policy. This was in support of the programme development that involved a number of Honours degrees and Postgraduate Diplomas. The Quality Assurance and Enhancement Policy was intended to promote the quality assurance process of the academic project.

7.7. 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 2020, each project made substantial progress despite the advent of the COVID 19 and the subsequent national lockdown. 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 the Africanization of the curriculum.

Another milestone of the year was on the development and successful submission of the institutional UCDP Phase 2 Cycle (2021-2023) which was approved by DHET.

7.8. ADMISSIONS

During 2019, we had seven new qualifications accredited bringing the total number of qualifications for 2020 to 30. This total includes five Diplomas, six Advanced Diplomas, nine Bachelor's Degrees, five Honours Degrees and 5 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 3466 in 2019 to 4362 in 2020. The number of students in each of the qualifications is shown in the table below.

TABLE 17: ENROLMENT STATISTICS

Programmes	2020				
	1st	2nd	3rd	4th	Total
Diploma in Agriculture	184	368	172	0	724
Diploma in ICT	123	105	70	0	298
Diploma in Nature Conversation	108	102	56	0	266
Diploma in Hospitality Management	152	95	53	0	300
Diploma in Animal Production	45	0	0	0	45
Advanced Diploma in Agriculture in Agricultural Extension	26	0	0	0	26
Advanced Diploma in Hospitality Management	15	0	0	0	15
Advanced Diploma in Agricultural Production Management	21	0	0	0	21
Advanced Diploma in Agriculture Post-Harvest Technology	19	0	0	0	19
Advanced Diploma in Nature Conversation	10	0	0	0	10
Advanced Diploma in ICT	17	0	0	0	17
Bachelor of Arts	262	210	83	0	555
Bachelor of Commerce	56	52	33	0	141
Bachelor of Administration	126	0	0	0	126
Bachelor of Development Studies	168	175	129	0	472
Bachelor of Agriculture	38	64	32	0	134
Bachelor of Development Studies Honours	28	0	0	0	28
Bachelor of Agriculture Honours in Agricultural Extension and Rural Resources Management	14	0	0	0	14
Bachelor of Science	84	79	2	0	165
Bachelor of Science in Agriculture	90	135	131	84	440
Bachelor of Science in Environmental Sciences	66	0	0	0	66
Bachelor of Education in FPT	113	109	110	97	429
Master of Agriculture in Extension	10	0	0	0	10
Master of Development Studies	10	0	0	0	10
Master of Science in Agriculture	11	0	0	0	11
Master of Education in Early Childhood Education	20	0	0	0	20

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

TABLE 18: ENROLMENT BY MAJOR FIELD OF STUDY

Programmes	2020				
	SET	Business & Management	Education	Humanities	Total
Diplomas	1333	0	0	300	1633
Degrees	805	1294	429	0	2528
Advanced Diplomas	93	0	0	15	108
Honours	14	28	0	0	42
Masters	21	10	20	0	51
Headcount Total	2266	1332	449	315	4362

TABLE 19: DISTRIBUTION OF STUDENTS BY GENDER AND RACE

Category	Number	Percentage
Total student number	4362	100%
By Race		
African	4346	99.63%
White	6	0.14%
Indian	4	0.09%
Coloured	6	0.14%
GENDER		
Female	2647	60.68%
Male	1715	39.32%

According to Table 19, the majority of students at the University were African (99,6%). Only 1% of the student population was either White or Coloured. The least represented population group in 2020 were Indian (,09%). The majority of the students were female (60,68%) as compared to males (39,32%).

7.9. ANALYSIS OF STUDENT ACADEMIC PERFORMANCE IN 2020

The academic performance of students during 2020 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 % 80%.

TABLE 20: 2020 PASS RATE		
Pass rate per module	Number of modules	Percentage
100%	25	5.4%
85-99%	209	42.1%
50-84%	235	47.3%
20-49%	27	5.4%
Total number of modules examined	496	
Average % pass		85.69%

7.10. ACADEMIC STAFFING

In 2020, the University employed 160 full time academic staff. In 2020, four nGAP Lecturers joined the University bringing our total to 17. In December 2020, 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 43,2% in 2019 to 46.2% 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 2020. 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 21: DISTRIBUTION OF ACADEMIC STAFF BY QUALIFICATION AND GENDER

Highest qualification	Number	Gender	
		Female	Male
PhD	59	16	43
Master's	47	24	23
Honours	1	0	1
Bachelor's Degree	16	6	10
Advanced Diploma	1	0	1
Diploma	5	1	4
Total	129	47	82

7.10.1 ACADEMIC STAFF QUALIFICATIONS

Table 21 presents the distribution of academic staff by qualification and gender.

According to Table 21, UMP employed a total of 129 academic members of staff in 2020. The majority of the academic members of staff (45%) had completed a Doctoral degree, and 36% had completed a Masters degree. This is encouraging as it reflects the success of interventions by the University to improve the qualifications profile of staff. In 2020, four staff members completed their Doctoral degrees and 3 completed their Masters degrees.



Virtual Graduation Ceremony

7.11. VIRTUAL GRADUATION CEREMONY

The 2020 Graduation Ceremony could not take place as scheduled on 9 May 2020 due to COVID-19. A Virtual Graduation Ceremony was conducted on 9 July 2020 during which 495 degrees and diplomas were conferred/awarded from 15 qualifications including the first graduates from BSc in Agriculture, Bachelor of Agriculture Honours in Agricultural Extension and Rural Resource Development, Bachelor of Development Studies Honours, Advanced Diploma in Nature Conservation and Advanced Diploma in Agriculture.

7.12. ACADEMIC SUPPORT AND STAFF DEVELOPMENT

The programme of academic support for staff continued through 2020 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 11 staff were registered at Rhodes University for the PGDHE.

Dr Mduduzi Ndlovu continued to participate in the Future Professors Programme under the auspices of DHET and co-ordinated by the University of Stellenbosch.

Online Teaching and Learning

At UMP online teaching and learning has always been part and parcel of our teaching and learning strategy as encapsulated in the teaching and learning policy in general and the online learning policy in particular. However, with the advent of the COVID 19 and the subsequent national lockdown in March 2020, our approach to online teaching and learning was given a renewed focus. Before the COVID 19, online learning and teaching was done in a blended approach to supplement the face-to-face learning which was the predominant model of teaching. The advent of COVID 19 and the need to observe social distance protocols has forced all institutions to make online teaching and learning the predominant model and the face-to-face being the subsidiary.

At UMP online teaching and learning was given a new sense of urgency with the establishment of the online learning task team by management towards end of February 2020. The aim of the task team was to assist the university to adapt smoothly to online teaching and learning as necessitated by the COVID 19 and subsequent national lockdown. The main responsibility of the task team was to capacitate staff through the identification of online training needs and the development and implementation of appropriate e-learning training and support mechanisms for staff and students.

The online learning task team developed an operational framework that would guide and inform its interventions and activities. The identification of training needs for staff was central to this framework. Working with programme leaders and heads of schools, the task team was able to identify various e-learning training needs for different categories of staff across the entire university. A series of online trainings and workshops were then planned on the basis of the felt needs. Workshops mainly focused on key areas that include the following:

- a. How to record lectures and uploading to Moodle.
- b. How to engage students through discussion forums and videos.
- c. How to incorporate quizzes and other leaning activities.
- d. Formative online assessment.

The workshops were facilitated by four online learning champions who were identified from the task team. In accordance with the social distance protocols, workshops were mainly conducted through zoom or microsoft teams from small to medium groups of participants and individual academics.

The work of the online learning task team was crucial as it acted as a catalyst that helped make the UMP transition from face-to-face to online teaching and learning less stressful. Although challenges were experienced, as was the case with all other higher education institutions, our online teaching and learning plans and initiatives helped to ensure the continuity of teaching and learning throughout the 2020 academic year. Consequently, all our students were able to sit for their examinations that started in December 2020 and ended in January 2021 and their results ranged from satisfactory to good.

7.13. RECOGNITION OF ACADEMIC EXCELLENCE

The Academic Excellence Awards Ceremony could not take place as scheduled on 8 May 2020 due to the National Lockdown.

The following awards were made:

First Year Undergraduate Diploma and Degree

Degree: Ms NS Hlabathe - Bachelor of Arts

Diploma: Ms PL Legodi - Diploma in Agriculture

Initial First Diploma

Mr MK Maduna – Diploma in Agriculture

Ms NP Masina - Diploma in Hospitality Management

First Degree

Mr DT Muloche -Bachelor of Science in Agriculture

Ms Z Kabini - Bachelor of Education in Foundation Phase Teaching

Ms HN Mahure - Bachelor of Development Studies

Advanced Diploma Award

Ms TS Xaba - Advanced Diploma in Hospitality Management

Ms LS Gumede - Advanced Diploma in Nature Conservation

HL Hall and Sons Gold Medal Awards

Mr DT Muloche- Bachelor of Science in Agriculture

Ms JR Leshilo - Diploma in Agriculture

SANLAM Award for Academic Excellence in Nature Conservation

Ms L Pulane - Diploma in Nature Conservation

Keni Foundation Award for Academic Excellence in ICT

Mr A Ngobeni - Diploma in Information Communication Technology in Application Development

Vice-Chancellor's Awards

Best First Diploma Student - Mr MK Maduna: Diploma in Agriculture

Best First Degree Student - Ms HN Mahure: Bachelor of Development Studies

In addition, 33 first time Vice-Chancellor Scholarship recipients, were awarded certificates as a symbol of being participants in this prestigious scholarship.

7.14. STUDENT ACADEMIC DEVELOPMENT

A total of 112 students received Merit Awards based on their academic performance in 2019. 18 students achieved an average final mark of 80 and above. 94 students achieved an average final mark of between 75% and 79%. 76 awards (68%) were awarded to female students. The monetary rewards of R9060 and R5440 per student who achieved a final mark of 80% and above and between 75% and 79% respectively were credited to the students' accounts. The students were also issued with merit certificates.

A full and vibrant Orientation Week was held on both campuses from 3-7 February 2020 and student feedback indicates that it is serving its purpose which is to start the process of bridging the gap between school and university.



First Year Orientation

The purpose of orientation is to introduce first year students to university life and to assist them bridge the gap between high school and university. The orientation programme was attended by 69% of the students at the Mbombela Campus and 90% at the Siyabuswa Campus. The orientation programme which forms part of the First Year Experience (FYE) covered the following topics:

- Welcome Address by the Vice-Chancellor
- Introduction to UMP Vision, Mission and Values
- How to succeed at University

- University Rules and Regulations
- Study Skills for University Students
- Introduction to Study Programmes
- Library and Information Services
- Living and Learning
- Student Finances
- Student Governance and Development
- Security on Campus
- Campus Tours

7.15. RESEARCH AND KNOWLEDGE GENERATION

In this reporting year, 2020, the Research and Knowledge generation Division focused on creating and supporting an environment that fosters research quality and productivity to ensure research capacity development and productivity despite the disruptions caused by Covid-19. Staff members received financial support for research, publications and for postgraduate studies undertaken at various universities in South Africa. UMP Postgraduate students were also supported financially and through mentoring. National and international conferences/workshops were attended in person before the March 2020 Lockdown. Virtual conferences, workshops and seminars were attended throughout the year after the Lockdown. These opportunities enabled our researchers to present their research, publish their work resulting in some staff members graduating with Masters' and Doctoral degrees.

The three reviewed Research Policies (Policy on Conference Attendance; Policy on Research Support and Policy on Postdoctoral and Research Fellowships) were implemented in 2020. The Policy on Research Publications was developed to promote awareness of fundamental ethical standards and principles, as well as embed acceptable practices in the publication of research conducted by UMP staff and students. Relevant policies from other Support Divisions (Finance and Information, Communications Technology) were communicated and our Library and Information Services Division supported with workshops and seminars that enabled emerging researchers to be conversant with current requirements and conversations on academic publishing such as Open Access debates.

7.16. RESEARCH TRAINING AND DEVELOPMENT

Financial support for our postgraduate students (Honours and Masters in Agricultural Extension and Honours and Masters in Development Studies) was sourced from the NRF. A total R1,352,000.00 was received from NRF/NSFAS for Honours students and R720,000 from NRF/NSFAS for Masters students in the form of bursaries in 2020. Other funding related to staff training and development was received from national organizations (NRF, DHET, DSI, Rhodes

university) and, international organizations (LaTFURE, Erasmus+, WRC). Staff undertaking postgraduate studies were supported through the UMP Research Grant and Mobility Grant. In 2020, Dr Jorine Ndoro received funding from WRC that has a capacity-building component (1 PhD and 2 Masters students); Mr Ludzula Mukhwevho's collaborative project with Rhodes University also factored aspects of capacity-building (2 Masters students). Other capacity development linked funding was received from NRF for Postdoctoral Fellows, BAAP, nGAP Research, Competitive Support for Unrated Researchers and Customised intervention for Black Female scholars with doctoral degrees. UMP also received funding from DHET for the NESP covering 2 Masters students in Agricultural Extension and Rural Development and Development Studies and from DSI for the Nkomazi Project undertaken by UMP and 5 other institutions from which UMP supervised 1 Masters and 1 Honours students.

Postgraduate students were mentored in the areas of Research Proposal Writing and Research Methodology, and Data Analyses by established senior academics at UMP. Staff members were encouraged to engage virtually with their postgraduate supervisors and mentors due to movement restrictions because of COVID-19. Few workshops and trainings took place in 2020: the LaTFURE Project held a two-day training workshop on the Dual Education System in Higher Education for all the African partners (6 South African and 3 Mozambican universities) in the consortium and a one-day conference to conclude the project. The annual writing retreat took place in January 2020 but other workshops and trainings planned for the year could not be held because of the pandemic.

7.17. RESEARCH EXCELLENCE AWARDS

The University implemented its research excellence award ceremony to promote, recognise and reward research. In 2020, the Research Excellence Awards Ceremony was held on 18 December 2020. Prof Wilfred Mbeng received the Faculty Researcher of the Year Award, Dr Julia Giddy and Dr Mduduzi Ndlovu received the NRF Rating Excellence Award for receiving an NRF rating in 2020. Dr Ndlovu received a C2 rating and Dr Giddy a Y2 rating.



Dr Giddy: Y2

7.18. 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. Three out of four UMP researchers who submitted for evaluation and rating in 2019 received positive results. Professor Victor Mlambo, a professor in the Faculty of Agriculture and Natural Sciences, received a C1 Rating (Jan 2021–Dec 2026) from the NRF, having previously held a C3 Rating (2015-2020). Dr Donna Cawthorn, a Senior Research Fellow in the School of Biology and Environmental Sciences also received a C1 Rating effective from January 2021 - December 2026. Ms Noluntu Mpekoa, whose results came after she resigned from UMP, received a Y2 rating.

TABLE 22: RATED RESEARCHERS

Name	Rating	Period
Dr J Giddy	Y2	2020-2025
Prof T Mayekiso	C3 (Re-rating)*	2019-2024
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
Dr D Cawthorn	C1	2021- 2026
Prof V Mlambo	C1(Re-rating)**	2021- 2026

*Re-rating from C3-C3

**Re-rating from C3-C1

UMP appreciates the continued support received from NRF for research projects, Postgraduate student and Postdoctoral Fellowship support, internship and international collaborations in 2020. Professors Otang-Mbeng, Drs Gordon O'Brien, Inam Yekwayo, Mduduzi Ndlovu, Julia Giddy, Nhlanhla Mathaba, Madonna Mashabela and Melissa Schmidt received NRF funding for their research projects.

7.19. RESOURCE MOBILIZATION

The UMP received grants from the NRF, DHET/ DSI, NRF/NSFAS, NEMISA, Oak Foundation, WIOMSA, WRC, LaTFURE and Erasmus+ ELEPHANT Project to the value of R7,823,527.70 for research purposes, student bursaries, CoLab activities, Research Fellow support, Postdoctoral Fellows support, collaboration with partners and customized intervention for capacity building . Two nGAP scholars received NRF funding for their research projects. Twenty-two Honours and eight Masters' postgraduate students received the NRF/NSFAS funding and two Postdoctoral Fellows were part funded by the NRF and UMP. Three Postdoctoral Fellows were fully funded by UMP in 2020. The UMP is part of another Erasmus+ consortium on Empowering universities' Learning and Research Capacities in the one Health Approach for the management of animals at the wildlife, livestock and human interface in South Africa (ELEPHANT). This programme is a collaborative project between 7 (5 local and 2 international) universities, focussing on "One Health". This is a multidisciplinary project aimed at developing sustainable solutions for issues at the human-livestock-environment interface. In 2020, Dr Liaan Minnie, Principal Investigator in this project, received R97,321.60 from the R929,483.00 worth project. The Learning and Teaching Tool Fueling University Relations with the Economy

(LaTFURE) Project established in June 2017 ended October 2020. Reports on LaTFURE activities since inception were submitted as per the consortium agreement documents. The Steering Committee meetings held virtually in 2020. European partners of FH Joanneum, DHBW University and DUK conducted a virtual training session on Dual Studies and all African partners attended the Training. The UMP awaits the final allocation of R185,000.00 from the LaTFURE Programme. Other recipients of international funding were Dr Gordon O'Brien and Dr Donna Cawthorn from the Western Indian Ocean Marine Sciences Association (WIOMSA) and Oak Foundation, respectively.

7.20. 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, 49.33 units in 2018 and 70.8 units in 2019. The University has submitted 64.2 units in 2020 from journal articles, conference proceedings and book chapters. The Department of Higher Education and Training, in their 2019 Evaluation of Research Output, reported that for the first time all 26 universities submitted their Research Reports for evaluation: it is good to note that UMP has been submitting since 2015 and there has been good progress as indicated above. The ratio of research outputs to academic staff in 2020 was 0.76:1 compared to 0.40:1 in 2019 and the ratio of outputs to academic staff with a doctorate was 0.88:1. The University's target is 1 output per staff member.

7.21. POSTDOCTORAL AND RESEARCH FELLOWSHIPS

During 2020, UMP hosted a Senior Research Fellow and four Postdoctoral Fellows in the Faculty of Agriculture and Natural Sciences and one Postdoctoral Fellow in the Faculty of Economics, Development and Business Sciences.

- Dr DM Cawthorn, Senior Research Fellow funded by Oak Foundation and mentored by Prof Daniel Parker.
- Dr Jonas Idowu Sagbo, Postdoctoral Fellow funded by UMP and mentored by Prof W Otang-Mbeng.
- Dr Ngwatshipane Madonna Mashabela, Postdoctoral Fellow funded by NRF and UMP and mentored by Prof W Otang-Mbeng.
- Dr R. Welch, Postdoctoral Fellow funded by UMP and mentored by Prof D Parker.
- Dr Melissa Schmidt, Postdoctoral Fellow funded by NRF and UMP and mentored by Prof D Parker.
- Dr Ebenezer Gbenga Olamide, Postdoctoral Fellow funded by UMP and mentored by Professor A. Maredza.

7.22. 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 2020:

National Partnerships

- The Small Enterprise Development Agency (SEDA)
- Timbali Incubator Technology

International Partnerships

- Friedrich Alexander University, Germany
- University of Nairobi, Kenya
- Baden-Wuerttemberg Cooperative State University, Loerrach, Germany
- Harper Adams University, UK
- Henley Business School

7.22.1. PUBLIC LECTURES AND GUEST SEMINARS

The following Public Lectures were presented in 2020:

- Professor Avni Shah presented a Public Lecture on “Behavioural Insights: Inclusion by Design” on 18 February 2020.
- Prof Sipho Seepe presented a Public Lecture on “Developing and maintaining an institutional culture that is person-centred during a pandemic” on 30 September 2020.
- Professor Prof Gordon Zide presented the Archbishop Thabo Makgoba Development Trust Annual Public Lecture on “Ethical and Moral Leadership” on 26 November 2020. As a lead up to the lecture, UMP students participated in an Essay Competition on “The COVID-19 Pandemic: A Barometer for Moral and Ethical Behaviour Among Students” and the winner in 2020 was Mr Mongezi Dladla from the Siyabuswa Campus.



Archbishop Thabo Makgoba Development Trust Public Lecture

Distinguished guests presented the following Seminars in 2020:

- Professor Dr Angelina Yee presented a seminar on “Commercialisation Pathway: How to Translate Research Outcomes to Commercial Outputs” on 30 January 2020.
- Professor Chong Aik Lee presented a seminar on “Impact of Industrial Revolution 4.0 on Future Jobs” on 30 January 2020.
- Prof J Olivier of North West University presented a seminar on “Open access everywhere: Effective localization of Open Educational resources in the Covid-19 Context” on 19 October 2020.
- Prof T Robinson of Stellenbosch University presented a seminar on “NRF Rating Application” on 18 November 2020.



Public lecture presented on 30 January 2020

7.23 RESEARCH AND ENGAGEMENT EXCELLENCE AWARDS

Dr Nonzwakazi Maqubela was the 2020 recipient of the Engagement Excellence Award. The Emerging Engagement Excellence Award was awarded to Mr Manelisi Kilane.



Research and Engagement Excellence Awards

7.24 LIBRARY AND INFORMATION SERVICES

Academic libraries around the world have been impacted significantly by the rapid spread of the coronavirus (COVID-19) outbreak, creating uncertainty regarding the implications for higher education libraries. Organizations react differently in times of emergency, some attempt a business-as-usual approach, while others switch into crisis mode. I am proud to say that despite the unprecedented year that this document covers, the University of Mpumalanga Libraries managed to quickly adapt to an unprecedented situation. This report shares highlights of the work that the library did in 2020 under stringent safety measures and trying time. The report includes reflections on how the library responded to the COVID-19 regulations through all levels of the lockdown. The changes implemented included:

- The rapid shift to virtual work environments ensuring that resources needed are provided where possible.
- Constantly finding or exploring different ways to improve and form social bonds through technology (connecting).
- Empowerment of library staff on new functions and procedures, enabling greater and more mobile productivity and collaboration in the new normal.

Response to COVID-19 Pandemic

During lockdown level 5 we revisited the library strategy, annual operational plan, and prioritized tasks that would enable the resilience of our library operations during and beyond the lockdown period. The tasks we prioritized included the improvement of library presence on the web and Moodle (Learner Management System), reconfiguration of Library spaces ensuring compliance with health, safety, and social distancing regulations. Book issue and return procedures were improved, curbside pick-up service rolled out, the book quarantine process implemented, instant chat tool and social media communication tools like Facebook and WhatsApp used as a mode of communication, free resources provided by publishers in response to the pandemic promoted, and the library website added on the zero-rated webpages identified by the University. All these adjustments were implemented during Lockdown level 5, 4 and 3 (26 March-21 August 2020).

Open Access to UMP Research

In 2019 the University signed the Berlin Declaration on Open Access to Knowledge in the Sciences and Humanities supporting Open Access to scientific literature making it free and publicly available on the Internet so that interested parties can access and use them in any legal way, without financial, legal, or technical barriers beyond those associated with internet access itself. As the signatories of the declaration, we dedicated the year 2020 for the development of an institutional repository called the University of Mpumalanga (UMP) Open Scholarship. This is an archive for collecting, preserving, and disseminating digital copies of the intellectual output of the University. The

archive is integrated with ORCID to support the exchange of data with the ORCID Registry to populate UMP author profiles and to also update ORCID records with publication information each time output is deposited on the repository.

Support for Postgraduate Students

Since we experienced lockdown more than half of the year in 2020 due to COVID-19 pandemic, time was invested in developing the Research Toolkit for Postgraduate Students. The purpose of this toolkit is to allow students to help themselves in finding the information they need through all the stages of the research life cycle. The toolkit will be tested in 2021 and it will be continuously adapted by Faculty Librarians based on feedback received from students and lecturers to make sure that it fits the needs of postgraduate students.

Collection Development

During the lockdown, the Library embarked on evaluating its collection and identifying gaps to improve access to content during the lockdown period. One of the areas that were identified as a challenge was access to electronic books. Most of the books the library acquired in the previous years were print and that was a huge limitation during the pandemic. To improve access to electronic books, time was invested in evaluating subscription packages through trial offers, checking the cost, the relevance of content indexed in each database against the UMP curriculum on all programs offered and new programs to be rolled out in 2021. Subsequently, new database packages were added to the university collection of eResources in the middle and towards the end of the year. The significant drop in the number of print books purchased in 2020 compared to the previous years was due to lockdown restrictions which never allowed industries to operate. This section of the report shares some insights on the number of resources added to the collection, subscriptions signed to improve electronic access to content, and the programs that were designed to support students remotely.

TABLE 23: TOTAL NUMBER OF BOOKS PURCHASED IN 2020

Resource Type	Total number of copies purchased
Print Books	457
eBook single titles	79
Total	536

Database subscriptions signed in 2020

- EndNote (Version X9)
- Perlego eBooks
- ProQuest eBook Central
- Sage Research Methods
- Science Direct Freedom Collection
- Taylor and Francis

Information Literacy Programme

The purpose of the programme is to enable students to obtain a set of integrated abilities encompassing the reflective discovery of information, understanding of how information is produced, valued, and used in creating new knowledge, and participating ethically in communities of learning. The students are assessed using the five competency standards:

- Standard One: The information literate student determines the nature and extent of the information needed.
- Standard Two: The information literate student accesses needed information effectively and efficiently.
- Standard Three: The information literate student evaluates information and its sources critically and incorporates selected information into his or her knowledge base and value system.
- Standard Four: The information literate student, individually or as a member of a group, uses information effectively to accomplish a specific purpose.
- Standard Five: The information literate student understands many of the economic, legal, and social issues surrounding the use of information and accesses and uses information ethically and legally.

Assignment Mastery Toolkit

A self-guided resource that was put together to assist students with information and videos they may use to help them write assignments. The assignment mastery toolkit is structured according to the Information Literacy principles, it reinforces what the students learn from the information literacy programmes.

7.25. CONCLUSION

This report makes two telling points, namely, the University of Mpumalanga is forever on a growth trajectory, and secondly, that this growth is well thought through and immaculately planned. Grappling with change and adaptation, wrought by the COVID-19 pandemic found UMP equal to the tasks and challenges imposed by this unprecedented pandemic.

Notwithstanding the many challenges, attendance of Senate meetings was satisfactory. PQM clearance for eight new programmes proved most gratifying as did the accreditation of new programmes .

The Enrolment plan (2020- 2025) is in place, and unfolding in the right direction. The pass rates were satisfactory and this is remarkable given the many strictures COVID -19 brought about.

The Virtual graduation on 9 July 2020 was one of the products of adaptation and embracing change.

In addition, Recognition of Excellence took place by way of awards. This is in line with the value of **Excellence** upon which UMP places a high premium. Challenging as times were, research outputs, were outstanding, demonstrating a great deal of resilience in UMP as an institution. All this became possible because of understanding that change will continue to be the only constant.

8. **REPORT OF THE INSTITUTIONAL FORUM OF COUNCIL FOR THE YEAR ENDED 31 DECEMBER 2020**



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 Higher Education 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;
- 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 terms. The Institutional Forum report presents the Forum's input to the Council in the form of supporting Council recommendations and advice.

8.2. COMPOSITION AND ATTENDANCE

The composition and attendance of the Institutional Forum are presented in Table 24 below.

TABLE 24: MEMBERSHIP COMPOSITION AND ATTENDANCE		
Name	Constituency	Attendance
Prof T Ngqondi	Chairperson	100%
Mr H Matonsi	NEHAWU Representative	75%
Dr G O'Brien	Academic Staff Representative	50%
Mr S Legodi	Management Representative	25%
Dr L Govender	Management Representative	50%
Ms Z Mathe	Senate Representative	75%
Mr M Ledwaba*	Council Representative	75%
Ms N Madlakana	Council Representative	100%
Ms N Mnisi	Support Staff Representative	75%
Mr S Radebe	Support Staff Representative	50%

Mr C Msimango	SRC President	50%
Ms M Maseko	Social & Transformation Officer	75%
Dr N Maqubela	VC Appointee	50%
Ms Q Mashaba	VC Appointee	50%
Prof P Olorunju	VC Appointee	75%
Vacant VC Appointee	NTEU Representative	
Total		

**Term extended to September 2021*

8.3. MEETINGS

The Forum had four scheduled ordinary meetings for the reporting year on 09 March, 02 June, 16 September, and 18 November 2020. The Institutional Forum EXCO had one meeting and a further three working group sessions.

8.4. REVIEW OF PROGRAMME OF ACTION

The programme of action presented in 2019 was reviewed and two activities were achieved. The 2019 action plan was adopted with minor adjustments. Members agreed that all the action plan activities that were identified in 2019 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 2019, the Institutional Forum agreed to work in 2020 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 to the transformation agenda of the institution through the participation of the Chairperson of IF in the meetings of the UMP Transformation Committee.

8.5. ADVICE TO COUNCIL

8.5.1. INSTITUTIONAL FORUM AND MANAGEMENT PARTNERSHIP

The Institutional Forum submitted a report on the cordial partnership established by the IF and Management whereby the Vice-Chancellor attended one of the IF meetings for the purpose of supporting the work of the IF. She further gave advice on some important activities that the IF could consider

when advising Council. The kind of collaboration presented good outcomes that have been commended by the Chair of Council and other Council members.

8.5.2. TRANSFORMATION: EQUITY

The Institutional Forum submitted advice to the Council in terms of the establishment of the EE Forum. The EE Forum will play the role of monitoring the implementation of the institutional EE Plan twice a year, as proposed to Council.

The IF further advised Council on the importance of the development of the Standard Operating Procedure and Recruitment Plan in accordance with the EE Plan of the University. Advice for the development of a plan on skills transfer was submitted with the acknowledgement that such advice should be shared with the relevant Divisions before submitting it to Council.

8.5.3. TRANSFORMATION: PROPOSAL FOR THE INSTITUTIONAL CULTURE

The Institutional Forum submitted its input in the form of advice for the enhancement of the institutional culture which was also supported by the management. The University management went on to establish task teams that will champion the implementation of the institutional culture. It was suggested that the institutional culture should be an inclusive exercise of all the University stakeholders.

8.5.4. RECOMMENDATION FOR THE APPOINTMENT OF THE EXECUTIVE STAFF

The Institutional Forum supported a recommendation to appointment three executive staff members in terms of Section 28 Clause (2) (C) (IX) of the Statute of the University of Mpumalanga. The following names were recommended for appointment:

- Prof Shirley Mthethwa-Sommers for the Deputy Vice-Chancellor: Teaching and Learning,
- Mr Mfanafuthi Sibanyoni for the Executive Director: Operations (the offer was subsequently declined), and
- Prof Vusi Gumede for the Dean of the Faculty of Economics, Development and Business Sciences.

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 well-researched and evidence-based advice. 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 given to Council.



Prof T Ngqondi
Chairperson of the Institutional Forum

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. The institution implemented in 2020, the recommendations of the Mid-Term Review of the Strategic Plan that was conducted in 2019. 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 work of the Executive Management focussed in 2020 on the mitigation of the impact of COVID-19 on the academic project and the operations of the institution.

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.

9.3. MANAGEMENT COMMITTEE



MANCO

The Management Committee (MANCO) was fully functional and met weekly and not twice a month as per its terms of reference. This was intended to ensure that there is the requisite leadership and management for purposes of business continuity. This contributed to expeditious collective decision-making in addition to the close monitoring of the institution's response to COVID-19. 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.

There was frequent communication with the Deans and Heads of School to facilitate the migration from contact academic activities to online Teaching and Learning as well as monitor the participation of students on Moodle. The Vice-Chancellor was sending messages to staff and students as a form of motivation and sustaining hope during the pandemic. Constant communication is key during unprecedented times as was the case in 2020.

The following plans/guidelines were developed to deal with COVID-19:

- Multimodal Remote Teaching, Learning, Assessment and Campus Readiness Plan.
- UMP Guidelines for Work-Place Cleaning and Disinfection.
- UMP Plan for the Return of Staff and Students to the University Under Lockdown 3.

2020 marked the beginning of the second five-year term of appointment of four members of MANCO, i.e. Vice-Chancellor; Registrar; Executive Director: Finance and the Dean of Students. As a result, performance across all MANCO portfolios was improved in 2020 due to skills and experience acquired during the previous years as well as the development opportunities that were made available. The new Executive Director: Human Resources, Dr Loshni Govender, assumed duty at UMP on 1 March 2020. The two positions of Deputy Vice-Chancellor: Teaching and Learning and the Executive Director: Operations remained vacant during 2020 as the recruitment process was underway.

The Extended Management Committee (EMANCO) comprising all MANCO members, Senior Directors, Dean, Deputy Registrar and Directors was provided with training on Leadership on 14 October and 11 November 2020.

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 25: STAFF INDUCTION		
Campus	Date	Number of Staff Inducted at both Campuses combined
Mbombela	13 November 2020	Mbombela 33
Siyabuswa	(Combined for both Siyabuswa and Mbombela Campuses)	Siyabuswa 4
Total		37

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 both academic and support staff to the University. In relation to the academic staff, there was a concerted effort made to recruit academic staff with doctoral degrees. As a result, this has resulted in the adequacy of staffing levels for the academic project as well as for the operations of the institutions. UMP has been successful in recruiting staff with the requisite levels of academic qualifications and experience.

UMP will continue with its drive to recruit staff with a diverse backgrounds in terms of gender, race, nationality and disability in line with the Employment Equity Plan 2020 -2022. 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

The quality of information available to management and the administrative processes continued to improve in 2020. The project to upgrade the ITS Integrator from version 3 to Integrator 4.1 was completed on 16 September 2020.

The new version comes with improved security, new functionalities and improved system performance 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.

9.8. SAFETY AND SECURITY

9.8.1. MAINTENANCE, UPGRADING AND RENOVATIONS

In pursuit of our strategic priority to establish and maintain iconic buildings, facilities and high quality estate in support of the academic project and holistic student development, we continued 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 which forms part of Phase 2 of the Siyabuswa Beautification Project. At the Mbombela Campus, the Integrated Renovated Plan involved upgrade to the MV electrical system with the installation of the quality supply check meter, the renovation of the staff lapa ablutions and the sports field.

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

TABLE 26: MAJOR RENOVATION, UPGRADES AND MAINTENANCE PROJECTS

Project	Expenditure
Refurbishment of Sports Club House to store track and field equipment at the Sports field	R92 602.24
Update and monitor the implementation of the Waste Management Strategy.	R59 733.30
Management of the alien plant species on Mbombela Campus.	R46 711.00
Security matters e.g. the replacement of perimeter fence at Farm Workshop and remove old fence at Building 12- Mbombela Campus	R154 766.50
Installed check meter in Switching Station B to monitor Mbombela Municipality electricity bill	R92 733.13
Upgraded the safety related signage on the Mbombela campus, for example additional first aid kits, covid-19 signs and stations for screening of staff and students as recommended by the Department of Health	R2 133 866.97
Replacement of fire detection panels at the Building 7 - Clinic	R47 424. 85
Building and infrastructure maintenance, including preventative maintenance undertaken at the Mbombela Campus.	R12 357 483.52

The SHE Management Plan was implemented and monitored through GAP analysis report, quarterly and weekly SHE progress reports. The following areas were prioritised in 2020: SHE Appointments including 16.2 appointments, Safety Files and Fire Drills. The primary focus in 2020 was on compliance with the COVID-19 protocols during the various levels of the National Lockdown.

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 2020 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 2020.

Five security awareness workshops were conducted staff and students. Two security awareness campaigns on access control were conducted with Support staff and Hotel and Catering staff at the Mbombela Campus on 23 September 2020 and 18 September 2020 respectively. In addition, the following were conducted: Security awareness campaigns with Campus Security on 24 March 2020 and 25 June 2020 and; students at the Siyabuswa Campus on 3 February 2020.

Two security risk assessments were conducted on 21 September 2020 at the Mbombela Campus and on 29 September 2020 at the Siyabuswa Campus. 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 2020 academic year, to provide services and extra-curricular activities for students. We are pleased to report that, although we experienced the COVID-19 pandemic and its associated challenges, the University was able to adapt and come up with ways to serve the students.

The 11 sporting codes, which were functional in the previous year were active during 2020, especially during the 1st quarter before the National Lockdown from March 2020. The sporting codes are athletics, netball, volleyball, soccer, basketball, tennis, cricket, rugby, swimming, supper pool and chess.

A number of sporting codes were actively involved in sporting activities before the National Lockdown, for instance, the Mbombela Campus Cricket Team played 9 games during the period January to March 2020; the Mbombela



Mbombela Netball Team

Campus male soccer team played 8 games in the Mbombela Football Association League and won all these games; the two Mbombela Campus Super Pool teams competed against each other in February 2020; the UMP Athletics Team participated in the Mpumalanga Athletics Championships held in Secunda on 7 March 2020; the Siyabuswa male soccer team played 7 league games in the SAB Nkangala Regional League in February 2020; the Siyabuswa Campus ladies soccer team played against Passion Ladies FC in Carolina on 22 February 2020.

The University hosted a number of virtual dialogues on sports and recreation for students, especially the members of the teams, to be assisted in a number of areas to maintain their interest in sport as well as keeping themselves fit during the National Lockdown due to COVID-19. The dialogues were held through Zoom, Microsoft Teams, and the UMP Sports and Recreation Instagram Page. On 3 August 2020 the dialogue was on keeping fit during the COVID-19 lockdown period; on 10 August 2020 the dialogue was aimed at encouraging female students to participate in sport; on 17 August 2020 the dialogue was again on encouraging students to participate in sport and how to keep physically fit wherever they were during the lockdown period.

The University was also able to provide a number of development programmes for the students during the year. Most of the programmes were done via virtual platforms due to COVID-19. These development programmes included, among others, the substance abuse awareness session for first year students which



Entrepreneurship Awards

was offered by the Mpumalanga Department of Social Development during the orientation week from 4 to 7 February 2020; a leadership programme for mentors held on 22 February 2020; a financial literacy workshop for first year students on 8 February 2020 facilitated by First National Bank; a basic computer literacy training for first year students that took place on 9 March 2020 at the Siyabuswa Campus; a Secretaries workshop held on 19 August 2020 for the Secretaries of Student Societies and Student Leadership Committees; a session on Effective Communication held on 24 August 2020; a Financial education session on “Consumer Finance Awareness Education” held on 26 August 2020 facilitated by the Heart Lines Organization; Time Management training held on 17 September at the Mbombela Campus; a Virtual Round Table Discussion on Mental Health held on 21 October 2020; a Gender Based Violence Dialogue: “Breaking the silence against GBV in institutions of higher learning” held on 10 November 2020; a lecture for 1st year students on “Navigating University Life” which was held on 23 November 2020 and a Digital Literacy Training held on 25 and 26 November 2020.

It is also pleasing to report that our ENACTUS: UMP Team did not allow the COVID-19 pandemic to stand in their way to success. These students, who have become the “brand ambassadors” of UMP continued with the two community outreach projects during the year. These were the Hatching Hope Chicken Project and the Re-Fuel Project. The Team also participated in the 2020 ENACTUS National Competition which was held virtually on 15 and 16 July 2020. We are pleased to report that the two projects of our team won the following awards:

Project: Hatching Hope (Chicken Project)

- 1st Place: Nedbank Triple Bottom Line Sustainability Award
- 1st Place: Harmony LED Challenge Award
- 1st Place: Harmony Business Solution for Community Development Award

Project: Re-fuel (Plastic Waste Management Project)

- FORD C3 Building Communities Project Partnership Award (Finalist)
- 2nd Place: Unilever Waste Plastic Challenge Awards

Our Team also collected the following trophies:

- The qualifiers trophy
- Overall semi-finalist (5th place)
- Most passionate and innovative team Award (an inaugural category)
- Faculty Advisor of the Year Award (Dr Ferdinand Niyimbanira was the winner)

The University also participated in the 2020 Entrepreneurship Development in Higher Education (EDHE) project which is a Division of Universities South Africa (USAf). The initial stage was the Regional Competitions, where our Region comprised of 3 universities, the University of Mpumalanga, the University of Venda and the University of Limpopo. The Regional Competition took place

from 3 to 6 August 2020. The Competition was held on virtual platforms due to the prevailing COVID-19 National Regulations. We are pleased to report that UMP was the winner of the Existing Business – General Category as well as the Business Idea Category. Our winners then participated in the National Competition on 27 November 2020.

It is clear, therefore, that the University provided services and opportunities for students to participate in co-curricular activities during the year. The University was, thus, able to adapt to the “new normal” that was brought by COVID-19.



ENACTUS Trophies

9.11. DONATION OF STUDENT LAPTOPS

The University received a donation of 300 new laptops from the Gumede Family Keni Foundation on 18 August 2020. These laptops were loaned to qualifying students for the rest of the 2020 Academic Year. This was in response to the request from the University Management to Mr Robert Gumede to assist with devices for non-NSFAS funded students following the announcement by the Minister for Higher Education, Science and Innovation, that the Government would assist with the procurement of devices for NSFAS-funded students. At the end of the loan period (end of the academic year), the students handed over the laptops to the ICT Division to prepare them for the next loaning cycle. Students were appreciative of the kind gesture by Mr Gumede.



Laptops Handover Ceremony

9.12. RELATIONSHIP WITH THE UNIVERSITY COMMUNITY

The relations with the University community can be characterised as having been cordial in 2020. 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 2020 through scheduled meetings as well as through the “open door” policy. Meetings were conducted virtually and e-mail communication was used extensively. Social media platforms were used to ensure speedy communication.

9.13. WOMEN’S MONTH ACTIVITIES

UMP Women celebrated Women’s month virtually on 24 August 2020.

The theme for 2020 was, “Engender Resilience”. A video was recorded featuring the following:

Ms Patience Motha, Admin Assistant and Programme Director

Prof Thoko Mayekiso, Vice-Chancellor

Dr Nomvula Twaise, Director: Student Housing

Prof Estelle Boshoff, Director: School of Development Studies

Ms Cynthia Moshaba, Secretary to the Director: Research Management

Ms Sharon Mlambo, Former SRC Transformation Officer

Ms Zandile Zulu, Cleaning Supervisor
Ms Nozuko Ngcukana, PA to the Vice-Chancellor

The Vice-Chancellor and UMP were profiled during the month of August in the following media:

Leadership Magazine
HERS SA Academy
Public Sector Magazine

The UMP August Newsletter profiled the following emerging academics:

Dr Inam Yekwayo, Lecturer in Nature Conservation
Dr Julia Giddy, Lecturer in Geography
Dr Rachel Nishimwe-Niyimbanira, Lecturer in Economics



Women's Month Celebrations

9.14. 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 27: EMPLOYEE WELLNESS

Activity	Date	Event/ Awareness	MANCO Champion
World Glaucoma Week	08-14 March	Awareness	Executive Director: Human Resources
World Health Day	07 April	Awareness	Campus Director: Siyabuswa
World Blood Donor Day	14 June	Awareness	Executive Director: Finance
SANCA Drug Awareness Week	24-31 June	Awareness	Registrar
Wellness Day	17 July (Mbombela) 24 July (Siyabuswa)	Event	All
Mental Health Month	10 October	Awareness	Vice Chancellor
CANSA CARE Work	1-7 August	Awareness	Executive Director: Human Resources
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 Month	03 November -03 December	Awareness	Dean of Students
Blood Drive	March; June; September and November	Awareness	All

9.15. STUDENT HEALTH SERVICES

Student Health Services

The provision of health services for students is an important function that the University provides for students. This service was even more needed in 2020 due to the COVID-19 pandemic. The University appointed two Professional Nurses on contract, one for each Campus, to support the provision of health services to students in responding to the challenges of COVID-19.

The University provided a number of health services to students, such as, the awareness on the COVID-19 pandemic which was held on 5 and 7 February 2020 during the orientation week for first year students; the HIV awareness campaign held on 4 March 2020; the First Things First activation campaign which was conducted at the Mbombela Campus on 5 March 2020; a comprehensive health

awareness campaign held on 8 October 2020 at Mbombela Campus; the HIV/ AIDS Counselling and Testing (HCT) campaigns held on 2, 16, 23 & 30 November 2020; the psycho-educational sessions by the Student Counsellor held on 6, 9, and 10 February 2020 dealing with symptoms related to anxiety and depression that might be triggered by the COVID-19 pandemic; a depression and anxiety group therapy on 17 August 2020; a session on building self-esteem held on 28 August 2020; a suicide prevention awareness campaign on 28 September 2020; a mental health awareness campaign held on 8 October 2020; and the session on exam preparations and study skills for students held on 24 November 2020.

It is clear that the University was successful in providing a number of health services for students. We are also pleased to report that the University did not suffer any loss of life of a student due to the COVID-19 pandemic during the 2020 academic year.

9.15.1. LAUNCH OF THE GENDER FORUM

The UMP Gender Forum was launched on 4 March 2020. Ms Spino Fante from the Department of Higher Education and Training, Social Inclusion and Equity section presented the keynote address. The Gender Forum will focus on the following:

- Acting on reported gender injustices and gender-based violence within the institution.
- Participating in the development and review of the gender and other gender related policies.
- Create mechanisms to transform existing unequal gender relations within the institution.
- Address gender disparities in the institution.
- Create opportunities for women's capacity, career development and promotion.
- Acting as an advisory body on gender-related matters at the institution.
- Organising campaigns, dialogues, symposia, AGM and other meetings, seminars, workshops and other strategies to create gender awareness and education within the institution.
- Creating safe and inclusive spaces for all.

9.15.2. ATTENDANCE OF THE 40TH ANNIVERSARY OF THE KING SILAMBA-KOMJEKEJEKE COMMEMORATION

The delegation from the University of Mpumalanga led by Prof Mayekiso, Vice-Chancellor; Dr P Maminza, Dean of Students; Dr E Tshikwatamba, Campus Director, Siyabuswa, Prof T Ngqondi, Ms Z Mathe and Ms N Shongwe attended the 40th anniversary of King Silamba-Komjekejeke which was held at Wallmansthal, Pretoria of remembering kings such as Silamba and Sibindi on 8 March 2020.



Visit to KoMjekejeke

9.15.3. MANDELA DAY CELEBRATIONS

The Mandela Day was celebrated this year through the following activities:

- Blood Donation Drive on 20 July 2020
- Tree Planting on 20 July 2020
- Virtual Lecture on 23 July 2020 on #ActionAgainstPoverty, presented by:
 - Ms Confidence Ndlovu, a Masters student
 - Dr Nhlanhla Mathaba, Senior Lecturer
 - Dr Rachel Nishimwe-Niyimbanira, Lecturer
 - Prof Jonathan Foster-Pedley, Dean and Director of the Henley Business School.

9.15.4. THE ARCHBISHOP THABO MAKGOBA DEVELOPMENT TRUST (ATMDT) ANNUAL LECTURE

The 2020 ATMDT Annual Lecture on ethical and moral leadership was held on 26 November 2020. It was presented in a hybrid format, both via zoom and in-person with full observance of the COVID-19 Regulations and Protocols. The Guest



Archbishop Thabo Makgoba Ethical and Moral Leadership Annual Lecture

Speaker was Prof Gordon Zide, former Vice-Chancellor of the Vaal University of Technology and Director of the Gordon's Governance, Ethics, Leadership and Transformation Institute. The winner of the Student's Essay Competition was Mr Mongezi Dladla from the Siyabuswa Campus. His essay was on the "COVID-19 Pandemic: A Barometer for Moral and Ethical Behaviour Among Students".

9.15.5. LAUNCH OF THE UMP GAUTENG ALUMNI CHAPTER

The UMP Alumni Chapter was launched in Midrand on 21 November 2020. The launch was attended by members of MANCO and EMANCO. Two office bearers were elected, namely, Mr Boifang Edtaph Goitseone Mokhine (Chairperson) and Mr Floyd Tsegofatso Monama (Secretary).

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

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

The Vice-Chancellor has been instrumental in the establishment of partnerships with strategic partners nationally and internationally. A number of opportunities were created for our staff and students to engage with national and international stakeholders in line with UMP slogan of “creating opportunities”. Although the development of the physical infrastructure is visible, substantial development took place in 2020 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 have contributed to public intellectual engagement at the University. A number of these public lectures were attended by members of the community. These included the Archbishop Thabo Makgoba Annual Lecture on Ethical and Moral Leadership.

The recipients of the Vice-Chancellor Scholarship Programme continued to excel academically. One of the highlights in 2020 was the launch of the Alumni Chapter in Gauteng in November.

Investment in IOT, 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.

9.17. 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.

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

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

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

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

Based on this assessment, the UMP believes that, as at 31 December 2020, 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, Science and Innovation (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 2020 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 2020 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 management of the recovery of the student debtors and decrease the risk of incurring bad debts. The DHET has covered the increase in tuition fees for 2020, up to a maximum of 5.4%, for all students whose household income does not exceed R600 000 per annum.

11.4. OVERVIEW OF 2020 FINANCIAL POSITION

UMP recorded a Surplus of R212,364m and (2019 – R85,475m) for the year under review.

Government subsidy grant of R455,515m (2019 – R361,985m) 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 2020 financial year.

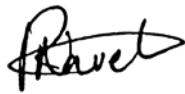
Student debt remains a high risk to the UMP as the majority of its students are from financially constraint families. The introduction by DHET of the DHET bursary, and funding to cover the increase in 2020 tuition fees to a maximum of 5.4% for the "missing middle" as well as financial support by Funza Lushaka and various SETAs, has greatly assisted the UMP to recover and minimise its student debt. The student debt at the year-end was R23,334m (2019 – R13,878m) after providing for doubtful debts of R37,176m (2019 – R33,879m). 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 Surplus for the year R212,364m (2019 – R85,475m) as well as the improved liquidity position of R599,032m (2019 – R344,579m). The increase in the Surplus for the year is a result of savings as a result of COVID-19 and austerity measures implemented by management. Any surplus funds are invested in high yielding, capital preservation and easily converted to cash investments instruments, as advised by a duly appointed Financial Adviser.

Additional control procedures were implemented to manage the integrity of the control environment to cater for staff working from home, to adhere to the COVID-19 regulations.

An amount of R608,197m (2019 - R665,948m) was received from DHET during the year for future infrastructure development to be managed by UMP. The infrastructure development is progressing well and within budget and timelines taking into account the COVID-19 regulations. Buildings and other assets of R379,650m (2019 – R520,366m) 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.



Ms N Ravele
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 2020.

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 OM Galane
- Ms N Ravele (appointed 1 February 2020)

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 stakeholders, 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 working capital are efficiently managed. Although certain weakness was identified in the control environment by the internal and external auditors, sufficient remedial actions were timeously 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 design and adequacy of 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.

Additional control procedures were implemented to manage the integrity of the control environment to cater for staff working from home, to adhere to the COVID-19 regulations.

12.4. IN YEAR MANAGEMENT AND PERIODIC REPORTING

Periodic reporting to the ARIGC was timely presented for its review and recommendation for approval and noting by Council.

12.5. EXTERNAL AUDITOR

PwC is the duly appointed independent external auditor. During the audit Mr Andries Oosthuizen, the designated partner retired and was replaced by Mr Johann Boshoff.

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 2020 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 2020 financial 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. SNG-GT was appointed for a three (3) years, commencing 1 January 2020 after following an open tender process.

12.8. AUDITOR'S REPORT

We have reviewed the Management Report in respect of the year under review, and are satisfied that all 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 audit 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

Our strategic goal and aspirations are to provide ICT infrastructure that is state-of-the-art, relevant, robust and fit for purpose. Our ICT infrastructure supports E-Learning, remote learning, innovative research and development, and enhances work quality and productivity. UMP continued to make significant investments in expanding and improving its ICT infrastructure. Our Enterprise Resource Planning (ERP) system was upgraded from Integrator version 3 to Integrator 4.1. The University's External Auditors verified that there was a smooth migration of data and software to the upgraded version.

Our policies and systems are continually being improved to ensure alignment with international standards on ICT governance. Council approved the ICT Cybersecurity policy and the ICT incident management policy.

Our outsourced Internal auditors provided assurances that our policies, systems and processes for mitigation of ICT risks were adequate and effective. They also conducted the internal and external vulnerability assessment, and the remote connectivity assessment on the University ICT infrastructure. This was necessitated by the possible security risks that the staff and students, may pose on the University infrastructure while connecting remotely to the University ICT resources.

The University has integrated and will continue to integrate technology into lecturing venues to meet the needs of all teaching and learning staff to enable them to provide and enhance teaching and learning opportunities. The ICT division also provided training for all teaching and learning staff to ensure that technology is used optimally and add value to teaching and learning and all to the 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 as well as in the institutional processes. 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.

13.2. TRANSFORMATION OF THE INSTITUTIONAL CULTURE

The following 2020 priorities of the USAf Transformation Strategy Group were shared with the members of the Transformation Committee in order to ensure alignment between the institutional priorities and higher education sector priorities:

- 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. Review of practices related to people with disabilities in higher education with a view to improving the responses;
- d. Assessment of the integrity and functional effectiveness of university governing structures with emphasis on the Institutional Forum and student governance;
- e. Responding to the global problem of protecting scholars at risk and academic freedom; and

- f. Positively influencing higher education sector responses to gender-based violence.

The following themes that were identified as part of the development of the transformation conceptual framework at UMP in 2019 continued to be explored in 2020:

Theme 1: Institutional Culture

Theme 2: Equity and Redress

Theme 3: Transforming the Academic Project

Theme 4: Enabling Funding Regime/Environment

The Transformation agenda of the institution was driven in 2020 by the UMP Transformation Committee, members of EMANCO and the Institutional Forum. 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 2020 and was discussed by the Transformation Committee. The intention was 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 2020 after the successful pilot in 2018. 392 students enrolled for the Bachelor in Development Studies, Diploma in Nature Conservation and Culture and Heritage Studies 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 which is aligned to the Vision of the institution.



MIC Students on a Fieldtrip

13.2 TRANSFORMATION OF THE INSTITUTIONAL CULTURE

UMP continued in 2020 to implement a number of activities that fostered and enhanced an institutional culture that was person-centred.

Africa Day was celebrated virtually on 25 May 2020 with the theme was “Express your African identity”. It was celebrated through a 45-minute video, which was streamed on all UMP online platforms. Staff and students posted their expressions of the African identity. Ms Laura Ziyane, a third-year student at the Siyabuswa Campus shared her views on African healing. Another student at the Mbombela Campus, Ms Nothando Mkhathshwa, a member of the Inkanyezi Student Society, shared a video clip on a poem, “I am an African”.

The Siyabuswa Campus organized the June 16 Youth Day Lecture via zoom on 16 June 2020. The theme was, “Youth Power: Growing South Africa Together in the Period of COVID-19” by Dr Bernard Sebake from the Nelson Mandela University. The values-inculcation process is considered as one of the strategic vehicles to embed an institutional culture that is transformative in nature. A number of workshops on “Walking the UMP Values” were conducted.

UMP was profiled on 24 September 2020 as part of the Heritage Day Celebrations on DSTV 405. The profiling featured Ms Thulisile Bhuda, nGAP Lecturer in Indigenous Knowledge Systems and UMP students who commented

positively on the African identity of the institution. In particular, the focus was on the two African languages, siSwati and isiNdebele, that are being taught at UMP from 2018 and 2020 respectively.



Ms Thulisile Bhuda

A Public Lecture on “Developing and maintaining a person-centred institutional culture during a pandemic” was presented virtually by Prof Sipho Seepe on 30 September 2020.

The Gender Forum, whose Constitution was approved by Council on 26 March 2020, continued to spearhead a number of activities for both staff and students, to promote diversity and inclusion at UMP. The Sexual Orientation Policy, for example, was approved by Council on 25 June 2020. The work of the Gender Forum was informed by the Policy Framework to Address Gender-Based Violence in the Post School Education and Training System (PSET) that was promulgated by the Minister of Higher Education, Science and Innovation on 31 July 2020. Council approved on 26 November 2020, the Academic Talent Stewardship Programme (ATSP) which is intended to provide the University with a means of identifying and supporting a select group of outstanding Honours, Postgraduate Diploma and Masters graduates who have come through the UMP undergraduate system. The ATSP will prepare these students for future appointment as lecturers at UMP.

The Department of Higher Education and Training launched a new programme, the Nurturing Emerging Scholars Programme (NESP) which targets Honours graduates who are interested in pursuing an academic career. UMP was awarded two positions, in Agricultural Extension and Development Studies.

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, engagement in activities and governance and management structures 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 2020



GENERAL INFORMATION

COUNTRY 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 D M Mabunda (Chairperson)
- Ms C Mabuza (Deputy-Chairperson)
- Prof TV Mayekiso (Vice-Chancellor)
- Prof S S Ripinga
- Ms M C Ledwaba
- Mr T G Mokoena
- Mr O Galane
- Mr J Aling
- Prof T Nhlapo
- Ms N Ravele
- Prof M Kanyane
- Ms N Madlakana
- Prof M Mbewe
- Prof P Lukhele-Olorunju
- Dr T Sabela
- Mr J Thrush
- Mr M Nkosi
- Mr M Khoza
- Prof T Ngqondi
- Mr C Msimango
- Ms C Magagula

REGISTERED OFFICE

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

BUSINESS ADDRESS

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

POSTAL ADDRESS

Private Bag X11283
Mbombela
Mpumalanga
1200

BANKERS

Standard Bank Limited

AUDITORS

PricewaterhouseCoopers Inc.
Registered Auditors

Independent auditor's report to the Council and the Minister of Higher Education, Science and Innovation on the University of Mpumalanga

Report on the audit of the financial statements

Opinion

We have audited the financial statements of the University of Mpumalanga set out on pages 134 to 167, which comprise the statement of financial position as at 31 December 2020, the statement of comprehensive surplus, statement of changes in funds and statement of cash flows for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements present fairly, in all material respects, the financial position of the University of Mpumalanga as at 31 December 2020, 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 and the Regulations for reporting by Public Higher Education Institutions, 2014, issued in terms of the Higher Education Act of South Africa, 1997.

Basis for opinion

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

We are independent of the University in accordance with the Independent Regulatory Board for Auditors' Code of Professional Conduct for Auditors (IRBA Code) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (Including International Independence Standards).

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 the Council for the financial statements

The Council is responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act of South Africa, 1997 and the Regulations for reporting by Public Higher Education Institutions, 2014, issued in terms of the Higher Education Act of South Africa, 1997, and for such internal control as the Council determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Report on the audit of the annual performance report

Introduction and scope

In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, we have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for selected objectives presented in the annual performance report. We performed procedures to identify material findings but not to gather evidence to express assurance.

Our procedures address the usefulness and reliability of the reported performance information, which must be based on the University's approved performance planning documents. We have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. Our procedures do not examine whether the actions taken by the University enabled service delivery. Our procedures do not extend to any disclosures or assertions relating to the extent of achievements in the current year or planned performance strategies and information in respect of future periods that may be included as

part of the reported performance information. Accordingly, our findings do not extend to these matters.

We evaluated the 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 University's annual performance report for the year ended 31 December 2020:

Objectives	Pages in the annual performance report
Activity Area 1	171 – 172
Activity Area 2	173 – 179
Activity Area 3	180 – 188
Activity Area 4	189 – 199
Activity Area 5	200 – 229
Activity Area 6	230 – 234

We performed procedures to determine whether the reported performance information 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.

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

Report on the audit of compliance with legislation

Introduction and scope

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

We did not identify any 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

The Council is responsible for the other information. The other information comprises the information included in the document titled “2020 Annual Report University of Mpumalanga”. 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.

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 on it.

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.

Internal control deficiencies

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

Other reports

We draw attention to the following engagements conducted by various parties which 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 grants received and expenditure incurred specific to the National Research Foundation Grant (NRF). The report covered the period 1 January 2020 to 31 December 2020. The factual findings report issued on 24 March 2021.
- 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 2020 to 31 December 2020. The factual findings report issued on 07 May 2021.
- 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 2020 Infrastructure and Efficiency Funded Projects. The reports covered the period 1 April 2020 to 31 March 2021. The factual findings report was issued on 01 June 2021.

- 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 2020 to 31 March 2021. The factual findings report was issued on 01 June 2021.
- As requested by the University, an engagement was conducted on the grants received and expenditure incurred specific to the implementation of the CoLab project for National Electronic Media Institute of South Africa (NEMISA) grant. The factual findings report was issued on 01 June 2021.
- As requested by the University, an engagement was conducted on the grants received and expenditure incurred specific to the COVID-19 direct grant. The report covered the period 1 April 2020 to 31 March 2021. The factual findings report was issued on 07 June 2021.
- 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 2020 New Generation of Academics Programme. The report covered the period 1 April 2020 to 31 March 2021. The engagement is currently in progress.
- As requested by the University, an engagement was conducted on the National Student Financial Aid Subsidy historical debt claim. 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 2020 to 31 December 2020. The engagement is currently in progress.
- As requested by the University, an engagement was conducted on information for the 2020 - 8% fee adjustment grant. The reports covered the period 1 January 2020 to 31 December 2020. The engagement is currently in progress.
- As requested by the University, an engagement was conducted on the Higher Education Management Information System (HEMIS) data. The engagement is currently in progress.



Auditor tenure

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 6 years.

A handwritten signature in black ink, which appears to read 'PricewaterhouseCoopers Inc.' followed by a flourish.

PricewaterhouseCoopers Inc.
Director: Johann Boshoff
Registered Auditor
Mbombela
30 June 2021

Annexure – Auditor’s responsibility for the audit

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

Financial statements

In addition to our responsibility for the audit of the financial statements as described in 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 relating to events or conditions that may cast significant doubt on the ability of the University’s 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 our opinion on the financial statements. Our conclusions are based on the information available to us at the date of this auditor’s report. However, future events or conditions may cause the University to cease operating as a going concern.
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation

Communication with those charged with governance

We communicate with the accounting authority 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.

COUNCIL'S STATEMENT OF RESPONSIBILITY FOR THE ANNUAL FINANCIAL STATEMENTS

The Council is responsible for the preparation, integrity and fair presentation of the annual financial statements of the University of Mpumalanga. The annual financial statements, presented on pages 133 to 169, have been prepared in accordance with International Financial Reporting Standards and in the manner required by the Minister of Higher Education and Training in the regulations in terms of the Higher Education Act, 1997 (Act No. 101 of 1997), as amended, and include amounts based on judgements and estimates made by management. The Council has also prepared the other information included in the annual report and is responsible for both its accuracy and consistency with the annual financial statements.

The going concern basis has been adopted in preparing the annual financial statements. The Council has no reason to believe that the University of Mpumalanga will not be a going concern in the foreseeable future, based on forecasts and available cash resources. The viability of the University is supported by the content of the financial statements. The annual financial statements have been audited by the independent auditing firm, PricewaterhouseCoopers Inc., who were given unrestricted access to all financial records and related data, including minutes of meetings of the Council and all its committees. The Council believes that all representations made to the independent auditors during the University of Mpumalanga's audit are valid and appropriate.

The Council is responsible for the controls over, and the security of the website and, where applicable, for establishing and controlling the process for electronically distributing annual reports and other financial information to the Minister of Higher Education, Science and Innovation .

APPROVAL OF THE ANNUAL FINANCIAL STATEMENTS

The annual financial statements of the University of Mpumalanga on pages 134 to 169 were approved by the members of Council on 24 June 2021 and are signed on its behalf by:



Prof M D Mabunda
Chairperson of Council



Prof T V Mayekiso
Vice-Chancellor



Mr K D Pather
ED: Finance

UNIVERSITY OF MPUMALANGA
STATEMENT OF FINANCIAL POSITION
AS AT 31 DECEMBER 2020

	Notes	2020 R	2019 R
ASSETS			
NON-CURRENT ASSETS			
Property, plant and equipment	3	2 660 179 396	2 490 815 235
Intangible assets	4	2 656 999 762	2 487 743 273
		3 179 634	3 071 962
CURRENT ASSETS			
Trade and other receivables	5	1 976 801 253	1 361 960 457
Deposits		35 801 225	19 991 935
Cash at bank and cash equivalents	6	377 210	377 210
		1 940 622 818	1 341 591 312
TOTAL ASSETS		4 636 980 649	3 852 775 692
FUNDS AND LIABILITIES			
ACCUMULATED FUNDS			
Reserves		551 460 803	339 096 429
Accumulated surplus		522 659 858	314 599 034
		28 800 945	24 497 395
LIABILITIES			
NON-CURRENT LIABILITIES			
Deferred income	7	3 625 776 870	3 055 169 796
Conditional grants	8	2 172 652 390	1 830 165 764
		1 453 124 480	1 225 004 032
CURRENT LIABILITIES			
Current portion of Deferred income	7	459 742 976	458 509 467
Current portion of Conditional grant	8	60 274 628	57 861 072
Trade and other payables	9	259 359 806	248 194 491
Provisions	10	103 207 383	125 782 954
		36 901 159	26 670 950
TOTAL FUNDS AND LIABILITIES		4 636 980 649	3 852 775 692

UNIVERSITY OF MPUMALANGA
STATEMENT OF COMPREHENSIVE SURPLUS
FOR THE YEAR ENDED 31 DECEMBER 2020

		NOTES	Educational and General Unrestricted 2020	Educational and General Restricted 2020	Educational and General Sub-Total 2020	Student Accommodation 2020	Total 2020	Total 2019
			R	R	R	R	R	R
REVENUE			696 480 290	-	696 480 290	19 198 627	715 678 917	576 784 086
Revenue from contracts with customers			145 799 572		145 799 572	19 198 627	164 998 199	126 910 201
Tuition, accommodation and other fees		12	143 836 520	-	143 836 520	19 198 627	163 035 147	122 246 257
Sales of goods and services			1 963 052	-	1 963 052	-	1 963 052	4 663 944
Other revenue			550 680 718		550 680 718		550 680 718	449 873 885
Government grants		11,1	488 426 165	-	488 426 165	-	488 426 165	381 389 514
Government grants - assets		11,2	60 596 853	-	60 596 853	-	60 596 853	68 164 877
Donations received		13	1 657 700	-	1 657 700	-	1 657 700	319 494
OTHER INCOME			32 477 864	-	32 477 864	-	32 477 864	39 876 894
Interest received		14	31 893 107	-	31 893 107	-	31 893 107	39 454 058
Rental income			584 757	-	584 757	-	584 757	422 836
TOTAL INCOME			728 958 154		728 958 154	19 198 627	748 156 781	616 660 980
EXPENDITURE								
Cost of employment		15	304 272 930	-	304 272 930	-	304 272 930	264 530 815
Academic			114 136 524	-	114 136 524	-	114 136 524	92 573 929
Professional support			190 136 406	-	190 136 406	-	190 136 406	171 956 886
Other operating expenditure			164 380 080	-	164 380 080	-	164 380 080	201 463 655
Depreciation, amortisation and impairments		3,4	67 139 397	-	67 139 397	-	67 139 397	65 191 090
TOTAL EXPENDITURE			535 792 407	-	535 792 407	-	535 792 407	531 185 560
SURPLUS FOR THE YEAR			193 165 747	-	193 165 747	19 198 627	212 364 374	85 475 420
OTHER COMPREHENSIVE SURPLUS								
TOTAL COMPREHENSIVE SURPLUS FOR THE YEAR			193 165 747	-	193 165 747	19 198 627	212 364 374	85 475 420

UNIVERSITY OF MPUMALANGA

STATEMENT OF CHANGES IN FUNDS

FOR THE YEAR ENDED 31 DECEMBER 2020

	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
Fund balances as at 1 January 2019	R 38 000 000	R 28 000 000	R 18 543 000	R 25 243 000	R 40 243 000	R 25 697 000	R 39 700 730	R 15 000 000	R 230 426 730	R 23 194 279	R 253 621 009
Allocation from Surplus to reserves per Council resolution	5 000 000		57 861 071	-		12 000 000	4 311 233	5 000 000	84 172 304	1 303 116	85 475 420
Fund balances as at 1 January 2020	43 000 000	28 000 000	76 404 071	25 243 000	40 243 000	37 697 000	44 011 963	20 000 000	314 599 034	24 497 395	339 096 429
Allocation from Surplus to reserves per Council resolution	52 000 000	10 000 000	60 896 987	4 757 000	25 757 000	20 303 000	9 346 837	25 000 000	208 060 824	4 303 550	212 364 374
Fund Balances at 31 December 2020	95 000 000	38 000 000	137 301 058	30 000 000	66 000 000	58 000 000	53 358 800	45 000 000	522 659 858	28 800 945	551 460 803
See note	17	18	19	20	21	22	23	24			

UNIVERSITY OF MPUMALANGA
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2020

	Notes	2020 R	2019 R
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash generated from operations	25,1	110 320 880	57 876 388
Interest received		31 893 107	39 454 058
Net cash flows from operating activities		142 213 988	97 330 446
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment	25,2	(235 465 436)	(513 240 562)
Purchase of other intangible assets	25,3	(1 295 317)	(243 199)
Proceeds from sale of assets	25,4	-	3 072
Increase in investments	25,5	(645 535 143)	(343 839 450)
Net cash flows utilised for investing activities		(882 295 896)	(857 320 140)
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase in Deferred income	25,5	-	26 356 000
Increase in Conditional grants	25,6	693 578 270	734 372 971
Net Cash flows from financing activities		693 578 270	760 728 971
Total cash movement for the year		(46 503 638)	739 278
Cash at bank at the beginning of the year	6	71 346 394	70 607 116
Total cash at bank at the end of the year	6	24 842 756	71 346 394

1. UNIVERSITY INFORMATION

The University of Mpumalanga was established in terms of the Government Gazette Vol.578 No.36772 of 22 August 2013 and the University is domiciled in the city of Mbombela, Mpumalanga Province, Republic of South Africa. The principal activities of the University relate to teaching, research and provision of on-campus accommodation to students.

2. 2. 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 a going concern and the historical cost basis, except where stated otherwise. They are presented in South African Rand.

2.1. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

The presentation of financial statements in conformity with IFRS requires the use of certain critical accounting estimates. It also requires management to make its judgements, estimates and assumptions that affect the reported amounts of revenue, assets and liabilities and the disclosure of contingent liabilities at reporting date. 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 areas involving a higher degree of judgement or complexity or areas where assumptions and estimates are significant to the financial statements, are disclosed as below:

2.1.1. 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 Statement of Financial Performance.

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 expected credit loss ratios are applied to loan balances in the portfolio and scaled to the estimated loss emergence period.

2.1.2. 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 their ability to pay according to the contractual terms. A provision for credit losses is raised based on these estimates.

2.1.3. 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.

2.1.4. 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.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

3.1. PROPERTY, PLANT AND EQUIPMENT

The cost of an item of Property, Plant and Equipment is recognised as an asset when:

- 3.1.1. it is probable that future economic benefits associated with the item will flow to the University;
- 3.1.2. 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 Statement of Financial Performance unless it is included in the carrying amount of another asset.

An item of Property, Plant and Equipment is de-recognised 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 Statement of Financial Performance when the item is de-recognised. 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.

3.2. INTANGIBLE ASSETS

An intangible asset is recognised when:

- 3.2.1. it is probable that the expected future economic benefits that are attributable to the asset will flow to the University; and
- 3.2.2. 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:

- 3.2.3. it is technically feasible to complete the asset so that it will be available for use or sale.
- 3.2.4. there is an intention to complete and use or sell it.
- 3.2.5. there is an ability to use or sell it.
- 3.2.6. it will generate probable future economic benefits.
- 3.2.7. there are available technical, financial and other resources to complete the development and to use or sell the asset.
- 3.2.8. 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.

Re-assessing the useful life of an intangible asset as finite rather than indefinite 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

3.3. FINANCIAL INSTRUMENTS

3.3.1. CLASSIFICATION

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

3.3.2. 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 measures 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*.

3.3.3. 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.

3.3.4. DE-RECOGNITION

A financial asset (or where applicable, a part of a financial asset or part of a group of similar financial assets) is de-recognised when:

3.3.4.1. 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

3.3.4.2. 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

3.3.5. 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 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.

3.3.6 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:

3.3.6.1. Significant financial difficulty of the student debtor.

3.3.6.2. 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 months by total expected credit losses that would result from the default regardless of when those losses occur

3.3.7. 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.

3.3.8. 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.

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 re-organisation and default or delinquency in payments, are considered indicators that the trade receivable is impaired.

The carrying amount of the asset is reduced with 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.

3.3.9. 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.

3.3.10. CASH AND CASH EQUIVALENTS

Cash and cash equivalents comprise of 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.

3.3.11. 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.

3.3.12. 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.

3.4. 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:

- 3.4.1. *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.
- 3.4.2. *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.
- 3.4.3. *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.
- 3.4.4. *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:

3.4.5. 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.

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

The purpose of the fund is to:

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

3.4.6 INVESTMENT EQUALISATION FUND

It is clear that the afore-mentioned practice, should the financial position of the University permit, 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:

3.4.6.1. 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.

3.4.7. 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 on-going 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:

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

3.4.8. 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 post-graduate studies, research and innovation. This strategic intent is likely to be resource-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:

3.4.8.1. Finance special projects pertaining to post-graduate studies, research and innovation not provided for in the normal operating budget of the University.

3.4.9. INSTITUTIONAL MAINTENANCE FUND

On 31 December 2015, the DHET indicated that it requires universities to submit an Institutional Maintenance Plan. 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:

3.4.9.1. Ensure sufficient funding to finance the future costs associated with the approved Institutional Maintenance Plan;

3.4.9.2. Ensure sufficient institutional resources to fund unforeseen and urgent maintenance costs.

3.4.10. 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:

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

3.5. EMPLOYEE BENEFITS

3.5.1. 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.

3.6. PROVISIONS AND CONTINGENCES

Provisions are recognised when:

- 3.6.1. the University has a present obligation as a result of a past event;
- 3.6.2. it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation; and
- 3.6.3. 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 expenses.
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.

3.7. GOVERNMENT GRANTS

Government grants are recognised when there is reasonable assurance that:

- 3.7.1. the University will comply with the conditions attached to them; and
- 3.7.2. 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 unamortised 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.

3.8. 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:

- 3.8.1. Tuition fees;
- 3.8.2. Residence fees;
- 3.8.3. Sale of goods and services.

Tuition fees 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.

3.9. 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:

- 3.9.1. Actual borrowing costs on funds specifically borrowed for the purpose of obtaining a qualifying asset less any temporary investment of those borrowings.
- 3.9.2. 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:

- 3.9.3. Expenditures for the asset have occurred;
- 3.9.4. Borrowing costs have been incurred; and

3.9.5. Activities that are necessary to prepare the asset for its intended use of Osale 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 / INTERPRETATION:	DETAILS OF AMENDMENTS	NEW/ AMENDMENTS TO EXISTING STANDARD	EFFECTIVE DATE: Years beginning on or after	EXPECTED IMPACT:
IFRS 3, <i>Business Combinations</i>	The definition of a business is clarified [The entity should use inputs for a substantive process to significantly create outputs].	Amendment to existing standard	1 January 2020	No impact as UMP does not have subsidiaries
IFRS 7, <i>Financial Instruments: Disclosures</i>	Information about hedge accounting relationships affected by Inter Bank Offered Rates (IBOR) uncertainties	Amendment to existing standard	1 January 2020	No impact as UMP is not currently having any IBOR
IFRS 9, <i>Financial Instruments</i>	Interest Rate Benchmark Reform as a result of amendments to IFRS 9, IAS 39 and IFRS 7 due to phasing out of interest-rate benchmarks.	Amendment to existing standard	1 January 2020	No impact as UMP is not currently having any IBOR
IAS 39, <i>Financial Instruments: Recognition and Measurement</i>	Amendment modify some specific hedge accounting requirement caused by IBOR reform	Amendment to existing standard	1 January 2020	No impact as UMP is not currently having any IBOR
IFRS 16, <i>Leases</i>	COVID-19 Related Rent Concessions to be treated as lease modification	Amendment to existing standard	1 January 2020	No impact as UMP is not currently having any rental or renting out any properties.
IAS 1, <i>Presentation of Financial Statements</i>	Definition of material amended	Amendment to existing standard	1 January 2020	Updated definition used in preparation of current AFS
IAS 8, <i>Accounting Policies, Changes in Accounting Estimates and Errors</i>	Amendments to align with definition of material as in IAS 1	Amendment to existing standard	1 January 2020	Updated definition used in preparation of current AFS

2.2 STANDARDS AND INTERPRETATIONS NOT YET EFFECTIVE

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

IFRS 4, <i>Insurance Contracts</i>	Standard replaces IFRS 4	New	1 January 2021	Not yet effective
IFRS 7, <i>Financial Instruments Disclosures</i>	The amendments require companies to provide additional disclosures so that investors can better understand IBOR.	Amendment to existing standard	1 January 2021	Not yet effective
IFRS 9, <i>Financial Instruments</i>	The amendments modify some specific hedge accounting requirements to provide relief from potential effects of the uncertainty caused by the IBOR reform	Amendment to existing standard	1 January 2021	Not yet effective
IFRS 16, <i>Leases</i>	The amendment enables a company to apply a practical expedient to account for a lease modification required by the IBOR reform.	Amendment to existing standard	1 January 2021	Not yet effective

2.2 STANDARDS AND INTERPRETATIONS NOT YET EFFECTIVE

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

STANDARD / INTERPRETATION:	DETAILS OF AMENDMENTS	NEW/ AMENDMENTS TO EXISTING STANDARD	EFFECTIVE DATE: Years beginning on or after	EXPECTED IMPACT:
IAS 39, <i>Financial Instruments: Recognition and Measurement</i>	The amendment to enable companies to continue hedge accounting in circumstances when changes to hedged items and instruments arise as a result of changes required by the IBOR reform.	Amendment to existing standard	1 January 2021	Not yet effective
IAS 37, <i>Provisions, Contingent Liabilities and Contingent Assets</i>	The amendments specify which costs should be included in an entity's assessment whether a contract will be loss-making (<i>Onerous Contracts- Costs of fulfilling a Contract</i>)	Amendment to existing standard	1 January 2022	Not yet effective
IFRS 3, <i>Business Combinations</i>	Reference framework to the <i>Conceptual Framework</i>	Amendment to existing standard	1 January 2022	Not yet effective
IFRS 1, <i>First-time Adoption of International Financial Reporting Standards</i>	Extension of an optional exemption permitting a subsidiary that becomes a first-time adopter after its parent to measure cumulative translation differences using the amounts by its parent, based on the parent's date of translation to IFRSs. Also applicable to an associate or joint venture	Amendment to existing standard	1 January 2022	Not yet effective
IAS 41, <i>Agriculture</i>	The amendment removes the requirement for entities to exclude taxation cash flows when measuring the fair value of a biological asset using the present value technique	Amendment to existing standard	1 January 2022	Not yet effective
IAS 16, <i>Property, Plant and Equipment</i>	The amendment prohibit an entity from deducting from cost of PPE any proceeds from selling items of PPE produced while bringing the asset to the location and condition necessary for it to be capable of operating in manner intended by management. Instead the proceeds and such costs should be	Amendment to existing standard	1 January 2022	Not yet effective
IFRS 1, <i>First-time Adoption of International Financial Reporting Standards</i>	Extension of an optional exemption permitting a subsidiary that becomes a first-time adopter after its parent to measure cumulative translation differences using the amounts by its parent, based on the parent's date of translation to IFRSs. Also applicable to an associate or joint venture.	Amendment to existing standard	1 January 2022	Not yet effective
IFRS 3, <i>Business Combinations</i>	Updates the reference in IFRS 3 to the <i>Conceptual Framework</i> without changing the accounting requirements for business combination.	Amendment to existing standard	1 January 2022	Not yet effective
IAS 8, <i>Accounting Policies, Changes in Accounting Estimates and Errors</i>	New definition of accounting estimates as "monetary amounts in financial statements that are subject to measurement uncertainty"	Amendment to existing standard	1 January 2023	Not yet effective
IAS 1, <i>Presentation of Financial Statements</i>	Clarifies how to classify debt and other liabilities as current or non-current (also deals with disclosure of accounting policies)	Amendment to existing standard	1 January 2023	Not yet effective

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2020

3. PROPERTY, PLANT AND EQUIPMENT

					2020			
	Cost	Accumulated Depreciation	Accumulated Impairment	Carrying value				
Land	26 318 830	-	-	26 318 830				
Buildings	2 071 733 987	114 444 647	-	1 957 289 340				
Educational equipment	39 270 115	4 517 723	-	34 752 392				
Establishment cost	13 805 435	7 361 597	-	6 443 838				
Furniture and fixtures	56 041 035	22 623 482	-	33 417 553				
Machinery and equipment	47 532 573	6 982 025	-	40 550 548				
IT equipment	105 329 873	62 669 147	-	42 660 726				
Library source materials	5 252 904	5 252 904	-	-				
Motor Vehicles	3 892 135	1 698 289	-	2 193 846				
Landscaping	37 530 125	4 903 571	-	32 626 554				
Lighting	57 548 694	3 752 814	-	53 795 880				
Roads	38 657 562	1 936 812	-	36 720 750				
Stadium	24 547 090	789 049	-	23 758 041				
Capital - Work in progress	366 471 464	-	-	366 471 464				
TOTAL	2 893 931 822	236 932 060	-	2 656 999 762				

					2019			
	Cost	Accumulated Depreciation	Accumulated Impairment	Carrying value				
Land	26 318 830	-	-	26 318 830				
Buildings	1 729 427 574	78 681 654	-	1 650 745 920				
Educational equipment	6 416 809	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	46 326 732	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				

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. The Land at Siyabuswa is in the process of being transferred to the UMP in terms of the government gazette.

RECONCILIATION OF PROPERTY, PLANT AND EQUIPMENT - 2020

	Opening carrying value	Additions	Transfers / Disposal	Depreciation / Impairment	Total
Land	26 318 830	-	-	-	26 318 830
Buildings	1 650 745 920	342 306 413	-	35 762 993	1 957 289 340
Educational equipment	3 119 841	32 853 307	-	1 220 756	34 752 392
Establishment cost	7 826 783	-	-	1 382 945	6 443 838
Furniture and fixtures	36 805 116	336 402	-	3 723 965	33 417 553
Machinery and equipment	42 036 372	1 205 841	-	2 691 665	40 550 548
IT equipment	41 370 518	15 002 229	-	13 712 021	42 660 726
Library source materials	-	402 670	-	402 670	-
Motor Vehicles	2 478 085	-	-	284 239	2 193 846
Landscaping	35 133 128	-	-	2 506 574	32 626 554
Lighting	55 717 846	-	-	1 921 966	53 795 880
Roads	38 011 804	-	-	1 291 054	36 720 750
Stadium	24 547 090	-	-	789 049	23 758 041
Capital - Work in progress	548 179 030	226 826 453	408 534 019	-	366 471 464
	2 487 743 273	643 480 405	408 534 019	65 689 897	2 656 999 762

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2020

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

4. INTANGIBLE ASSETS

	2020	
	Cost	Accumulated Amortisation
Computer software	8 455 712	5 276 078
		Carrying value
		3 179 634
	2019	
	Cost	Accumulated Amortisation
Computer software	7 160 395	4 088 433
		Carrying value
		3 071 962

RECONCILIATION OF INTANGIBLE ASSET - 2020

	Opening carrying value	Additions	Amortisation	Total
Computer software	3 071 962	1 295 317	1 187 645	3 179 634

RECONCILIATION OF INTANGIBLE ASSETS - 2019

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

Fair Value hierarchy

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

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

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

Level 3: Unobservable inputs for the asset or liability.

Levels of fair value measurements

Non recurring fair value measurements

Assets

Property, Plant and Equipment	Level 1	Level 2	Level 3	Total
Land	-	5 200 000	-	5 200 000
Buildings	-	96 012 870	-	96 012 870
Educational equipment	3 214 881	-	-	3 214 881
Furniture and fixtures	863 381	-	-	863 381
Machinery and equipment	427 875	-	-	427 875
IT equipment	1 126 331	-	-	1 126 331
Motor Vehicles	1 987 088	-	-	1 987 088
	7 619 556	101 212 870	-	108 832 426
Intangible Assets				
Software	68 949	-	-	68 949
Total Intangible Assets	68 949	-	-	68 949
Total Assets	7 688 505	101 212 870	-	108 901 375

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2020

	2020 R	2019 R
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The Land & Buildings and movable assets listed above were transferred from National Institute of Higher Education (NIHE) as per instruction by the Minister of Higher Education and Training dated 16 December 2014. The gazette no. 36772 of 22 August 2013 provides that the LCA land will be transferred into the ownership of UMP after it has been proclaimed and in accordance with the established land disposal processes of government. As per IAS 20.23, non-monetary grants, such as land or other resources, are usually accounted for at fair value and will therefore initially be measured at fair value. These assets were recognised on the date of transfer at fair value and depreciated over their estimated useful life. The values stated above is the carrying value of the assets at year end.

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

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

5. TRADE AND OTHER RECEIVABLES

Student Debtors	23 334 213	13 878 021
Student Debtors	43 588 629	30 834 641
Less: provision for bad debts	(20 254 416)	(16 956 620)
Bursary's receivable	27 921 390	19 576 631
Less: provision for bad debts for Bursary receivable	(16 922 004)	(16 922 004)
Accrued income	608 844	608 844
Less: provision for bad debts for Income accrued	(608 844)	(608 844)
Prepaid expenses	524 864	995 917
Other accounts receivables	942 762	2 463 370
	<u>35 801 225</u>	<u>19 991 935</u>

Ageing of Trade and other receivables

Student Debtors	23 334 212	13 878 021
120 + days	43 588 629	30 834 641
90 Days	-	-
60 days	-	-
30 Days	-	-
Current	-	-
Less: provision for bad debts	(20 254 416)	(16 956 620)
Bursary receivable	10 999 386	2 654 627
120 + days	27 921 390	19 576 631
Less: provision for bad debts	(16 922 004)	(16 922 004)
Prepaid expenses	524 864	995 917
Other	942 762	2 463 370
120 + days	942 762	2 463 370
Total	<u>35 801 225</u>	<u>19 991 935</u>

Other accounts receivables, in the main comprise of amounts due by the University of Johannesburg of R0.176m (2019 - R0.176m), Short Learning Programme Debtors of RNilm(2019 -R1.636m) and Salary adjustments R0.766m (R0.510m 2019)

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

Balance at 01 January	34 487 470	18 572 956
Impairment provision raised	3 297 794	15 914 514
Impairment utilised	-	-
Balance 31 December	<u>37 785 264</u>	<u>34 487 470</u>

The allowance for expected credit losses can be reconciled as follows:

Student receivables impairment allowance	20 254 416	16 956 622
Bursary receivables impairment allowance	16 922 004	16 922 004
Other receivables impairment allowance	608 844	608 844
	<u>37 785 264</u>	<u>34 487 470</u>

UNIVERSITY OF MPUMALANGA
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FOR THE YEAR ENDED 31 DECEMBER 2020

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 2020, the effect of COVID-19 has been taken into consideration when determining the default rate used in the calculation of the allowance.

6. CASH AT BANK AND CASH EQUIVALENTS

	2020 R	2019 R
Cash at banks and cash on hand	24 842 756	71 346 394
Cash on hand	101 875	69 959
Balances with banks	24 740 881	71 276 435
Cash equivalents	1 915 780 062	1 270 244 918
Coronation Strategic Income	476 475 440	317 110 397
Prescient Income Provider	466 992 330	317 681 817
Investec High Income Fund	-	320 189 840
Nedgroup Core Income	438 555 106	315 262 864
NinetyOne High Income	209 553 995	-
Matrix SCI Stable Income Fund	324 203 191	-
	<u>1 940 622 818</u>	<u>1 341 591 312</u>

7. DEFERRED INCOME

7.1 DHET Infrastructure	1 659 216 525	1 329 655 875
Balance at the beginning of the year	1 365 626 691	881 231 242
Assets capitalised during the year	379 650 106	520 366 265
Less: current depreciation transferred to income	(43 030 134)	(35 970 816)
Less: Current portion transferred to current liabilities	(43 030 134)	(35 970 816)
7.2 Assets transferred from Lowveld College of Agriculture (LCA)	66 072 244	67 927 962
Balance at the beginning of the year	69 860 972	71 793 982
Less: current depreciation transferred to income	(1 894 364)	(1 933 010)
Less: Current portion transferred to current liabilities	(1 894 364)	(1 933 010)
7.3 Assets transferred from National Institute of Higher Education (NIHE)	88 817 208	91 040 927
Balance at the beginning of the year	93 359 468	95 678 009
Less: current depreciation transferred to income	(2 271 130)	(2 318 541)
Less: Current portion transferred to current liabilities	(2 271 130)	(2 318 541)
7.4 Assets transferred from New Universities Project Management Team (NUPMT)	335 055 131	341 541 000
Balance at the beginning of the year	359 179 705	376 818 410
Less: current depreciation transferred to income	(12 062 287)	(17 638 705)
Less: Current portion transferred to current liabilities	(12 062 287)	(17 638 705)
7.5 University Capacity Development Grant	-	-
Balance at the beginning of the year	-	35 733 667
Add: Grant received during the year	-	13 856 000
Previously disclosed as Deferred income now treated as Conditional grant - see note 8.5	-	(37 878 706)
Less: Expenses paid during the year	-	(11 710 961)
Less: Current portion transferred to current liabilities	-	-
7.6 New Generation of Academic Project grant (nGAP)	-	-
Balance at the beginning of the year	-	24 009 973
Grant received during the year	-	12 500 000
Previously disclosed as Deferred income now treated as Conditional grant - see note 8.6	-	(29 375 554)
Less: Expenses paid during the year	-	(7 134 419)
Less: Current portion transferred to current liabilities	-	-
7.7 Lotto funding for sports facilities	23 491 282	-
Balance at the beginning of the year	-	-
transferred from conditional grant	25 524 708	-
Less: current depreciation transferred to income	(1 016 713)	-
Less: Current portion transferred to current liabilities	(1 016 713)	-
Total Deferred income	<u>2 172 652 390</u>	<u>1 830 165 764</u>
Total Current Deferred income transferred to Current Liabilities	<u>60 274 628</u>	<u>57 861 072</u>

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.

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7.1 The DHET provided the UMP with a grant to construct infrastructure from the 1 April 2016. Assets with the value of R379,650m (2019 - R520,366m) 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 R43,030m (2019 - R35.971m) and recognised as income during the year. Assets of bulk infrastructure of RNilm (2019 -R7.574m) 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 R1,894mm (2019 R1.933m) 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 R2,271m (2019 - R2.319m) 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 R12,062m (2019 - R17.639m) was recognised as income during the year.

7.5 The University Capacity Development Grant was previously disclosed as Deferred Income and is now disclosed as a Conditional grant, see note 8.5 below.

7.6 The New Generation of Academics Grant was previously disclosed as Deferred income and is now disclosed as a Conditional grant, see note 8.6 below.

7.8 Lotto funding for sport facilities is a designated fund, restricted to be used to cover the capital cost for the development of sport facilities at the Mbombela campus. An amount of R27m (2019 - R18m) was received and the cost of the development of the sport facilities capitalised was R25,525m (2019 - RNil) and an amount of R1,017m (2019 - RNil) was depreciated during the year. See note 8.4 below.

8. CONDITIONAL GRANTS

8.1 DHET Infrastructure Grant

Balance at the beginning of the year
Grants received during the year
Assets capitalised during the year
Amounts expensed during the year and released to income

2020 R	2019 R
1 448 093 430	1 219 972 983
1 219 972 983	1 084 695 054
608 197 000	665 948 000
(379 650 106)	(520 366 265)
(426 447)	(10 303 806)

8.2 NIHE Siyabuswa grant

5 031 049 5 031 049

8.3 Capitalised interest on unspent grants

Balance at the beginning of the year
Amount previously shown as Other Grants transferred to Capitalised interest on unspent grants
Reprioritisation of Capitalised interest to COVID-19 as per Minister Letter
Amount reprioritisation of Capitalised interest to cover operational income per Minister Letter
Interest capitalised during the year
Less: Current portion transferred to current liabilities

2020 R	2019 R
-	-
145 777 772	-
-	99 654 202
(50 777 772)	-
(15 000 000)	-
48 031 005	46 123 570
(128 031 005)	(145 777 772)

8.4 Other Grants

Balance at the beginning of the year
Grants received during the year
Conditions met and transfer made to relevant accounts
Amount transferred to Capitalised interest on unspent grants previously shown as Other grants
Interest capitalised
Expenses
transfers from / to other balances
Less: Current portion transferred to current liabilities

2020 R	2019 R
-	-
35 162 459	99 654 202
16 030 550	44 260 168
(25 524 708)	-
-	(99 654 202)
577 251	-
(4 459 704)	-
(672 156)	(9 097 709)
(21 113 692)	(35 162 459)

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FOR THE YEAR ENDED 31 DECEMBER 2020

	2020 R	2019 R
8.5 University Capacity Development Grant	-	-
Balance previously disclosed as Deferred income note 7.5	37,878,706	35,733,667
Add: Grant received during the year	1,320,390	13,856,000
Add: Interest capitalised	1,311,111	-
Less: Reprioritised from UCDP to COVID-19	(3,878,706)	-
Less: Expenses paid during the year	(14,911,480)	(11,710,961)
Less: Current portion transferred to current liabilities	(21,720,021)	(37,878,706)
8.6 New Generation of of Academic Project Grant	-	-
Balance previously disclosed as Deferred income note 7.5	29,375,554	24,009,973
Interest capitalised	1,496,943	-
Grant received during the year	12,955,550	12,500,000
Less: Expenses paid during the year	(9,232,796)	(7,134,419)
Less: Current portion transferred to current liabilities	(34,595,251)	(29,375,554)
8.7 COVID-19 Grant	-	-
Reprioritised funds from Capitalised interest to COVID-19 as per minister letter	50,777,772	-
Grant received during the year	1,526,000	-
Interest capitalised	2,132,471	-
Reprioritised funds from Capitalised interest to COVID-19 as per minister letter	3,878,706	-
Less: Expenses paid during the year	(4,415,112)	-
Less: Current portion transferred to current liabilities	(53,899,837)	-
Total Conditional Grant	<u>1,453,124,480</u>	<u>1,225,004,032</u>
Total Current Conditional Grant transferred to Current Liabilities	<u>259,359,806</u>	<u>248,194,491</u>

8.1 DHET Infrastructure Grant

The DHET provided the UMP with an Infrastructure Grant to construct the infrastructure of the University. An amount of R608,197m (2019 - R665.948m) was received during the year. Assets to the value of R379,650m (2019 - R520.366m) was capitalised during the year and R0,426m (2019 - R10.303m) was for expenses incurred during the year.

8.2 NIHE Siyabuswa grant

A DHET grant received was ring fenced for infrastructure development at the Siyabuswa campus. An amount of R5.m (2019 - R5m) remains unspent at the end of the year.

8.3 Capitalised interest on unspent grants

Interest on unspent DHET New Infrastructure grants are capitalised and can be utilised by the University if prior approval is obtained from the Minister. During the year the Minister approved the transfer of R50,778m (2019 - RNil) to a COVID-19 fund and R15m (2019 - RNil) to be used for operational income. Interest of R48,031m (2019 - R46,124m) was capitalised during the year.

8.4 Other grants

Other grants includes, in the main, an amount of R1,475m (2019- R27m) from the National Lotteries Commission for the construction of sport facilities, R3,597m (2019 - R3.6m) from the National Research Fund, R6,559m (2019 - RNil) for the DHET fee increase and R5,518m (2019 - RNil) for Research. During the year an amount of R25,525m (2019 - RNil) was capitalised and transferred to Deferred income, see note 7.7 above.

8.5 The University Capacity Development grant

The University Capacity Development Grant is a designated, restricted use fund, established during 2018 by DHET by combining the Research Development Grant and the Teacher Development Grant. The grant was previously disclosed as Deferred income, see note 7.5 above. 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.

NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2020

	2020 R	2019 R
8.6 The New Generation of Academics grant		
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. The grant was previously disclosed as Deferred income, see note 7.5 above.		
8.7 the COVID-19 grant		
The COVID-19 Grant is a designated, restricted use grant to be used to cover capital and operation expenses that is incurred to implement the government COVID-19 regulations. The grant was established by reprioritising Capitalised interest and University Capacity Development Programme funds of R50,777m, and R3,879m respectively, as per the letter from the Minister. A grant of R1,526m was received from DHET during the year for this grant.		
9. TRADE AND OTHER PAYABLES		
Trade payables	34,058,271	32,876,102
Prepayments	41,671,621	56,942,628
Accruals	1,168,060	1,129,604
Retention creditors	26,309,430	34,834,620
	<u>103,207,383</u>	<u>125,782,954</u>
Due to their short term maturities, the carrying amounts of trade and other payables approximate their fair value.		
10. PROVISION		
Opening balance	26,670,950	27,761,276
Utilised	(24,180,842)	(16,983,349)
Additions	34,411,051	15,893,023
Closing balance	<u>36,901,159</u>	<u>26,670,950</u>
A provision is made up of staff bonuses of R13,374m (2019 - R11.975m), leave pay of R21,527m (2019 - R12.696m) and legal fees of R2m (2019 - R2M).		
11. GOVERNMENT GRANTS		
11.1 Government grant -subsidy	488,426,165	381,389,514
- Subsidy from DHET	440,515,000	361,985,000
- Transfer from the Capitalised interest to Subsidy per Ministers letter	15,000,000	-
- COVID-19	4,415,112	-
- nGAP grant	6,335	7,134,419
- NEMISA	856,992	-
- nGAP grant	9,232,796	-
- NRF grant	3,185,325	579,399
- University Capacity Development Grant	14,911,480	11,690,696
- WRC	303,125	-
11.2 Government grant - assets	60,596,853	68,164,877
- Deferred income relating to depreciation	60,274,628	57,861,071
- Amount expensed from DHET Infrastructure grant	322,225	10,303,806
	<u>549,023,018</u>	<u>449,554,391</u>
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.		

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	2020	2019
	R	R
12. INCOME FROM STUDENTS		
Application fees	1 255 897	1 587 395
Residence fees	19 198 627	14 557 891
Tuition fees	142 580 623	106 100 971
	<u>163 035 147</u>	<u>122 246 257</u>
13. DONATIONS RECEIVED		
Donations Received - private	1 657 700	319 494
An amount of R1,658m (2019- R0.320m)) was received as a Donation Received from the public at large during the year.		
14. INVESTMENT INCOME		
Dividend - Foreign	154 345	325 282
Dividend - Local	1 028 005	1 224 808
Interest received - Foreign	671 890	601 328
Interest received - Local	85 279 576	80 428 025
Market value adjustment	(2 618 496)	5 853 153
REIT - Local	926 570	955 617
Capitalised interest transferred to Conditional Grant	(53 548 782)	(46 123 570)
	<u>31 893 107</u>	<u>39 454 058</u>
15. OPERATING SURPLUS		
Operating surplus for the year is stated after accounting for the following:		
Auditors remunerations		
For statutory audit	1 280 460	946 968
- 2019 audit	626 490	585 504
For other audit services	653 970	361 464
Internal audit	1 385 903	3 485 072
Advertising and marketing	5 134 358	6 401 148
Depreciation, amortisation and impairments	67 139 397	65 191 090
Employee costs	304 272 930	264 530 815
Insurance	2 988 652	2 749 877
Motor vehicle expenses	1 712 605	2 062 406
Municipal services	29 111 954	36 954 661
Recruitment costs	472 030	845 052
Residence expenses	910 700	1 875 238
Small equipment	424 927	279 785
Travel and accommodation - International	216 411	1 647 412
Travel and accommodation - Local	3 575 262	11 705 584

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). The University is currently not registered for VAT.

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	2020 R	2019 R
17. GENERAL RESERVE FUND	95 000 000	43 000 000
Balance at the beginning of the year	43 000 000	38 000 000
Amount provided for (utilised) during the year	52 000 000	5 000 000

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 R52m (2019 - R5m) was provided for during the year in terms of a Council resolution.

18. SCHOLARSHIP, BURSARIES AND AWARDS FUND	38 000 000	28 000 000
Balance at the beginning of the year	28 000 000	28 000 000
Amount provided for (utilised) provided during the year	10 000 000	-

This is an undesignated, unrestricted use fund under the control of the Council. The purpose of this fund is to finance scholarship, bursaries and awards of UMP students. Funds to the value of R10m (2019 - RNilm) was provided for during the year in terms of a Council resolution.

19. REPLACEMENT FUND FOR PLANT AND EQUIPMENT	137 301 058	76 404 071
Balance at the beginning of the year	76 404 071	18 543 000
Amount provided for during the year	60 896 987	57 861 071

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 R60,897m (2019 - R57,861m) was provided for during the year in terms of a Council resolution.

20. INVESTMENT EQUALISATION AND ACADEMIC STRATEGIC INITIATIVES FUND	30 000 000	25 243 000
Balance at the beginning of the year	25 243 000	25 243 000
Amount provided for during the year	4 757 000	-

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. Funds to the value of R4,757m (2019 - RNilm) was provided for during the year in terms of a Council resolution.

21. RESEARCH STRATEGIC INITIATIVES FUND	66 000 000	40 243 000
Balance at the beginning of the year	40 243 000	40 243 000
Amount provided for during the year	25 757 000	-

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 R25,757m (2019 - RNilm) was provided for during the year in terms of a Council resolution.

22. INSTITUTIONAL CONTINGENCY FUND	58 000 000	37 697 000
Balance at the beginning of the year	37 697 000	25 697 000
Amount provided for during the year	20 303 000	12 000 000

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 R20,303m (2019 - R12m) was provided for during the year in terms of a Council resolution.

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	2020 R	2019 R
23. INSTITUTIONAL MAINTENANCE FUND	53 358 800	44 011 963
Balance at the beginning of the year	44 011 963	39 700 730
Amount provided for during the year	9 346 837	4 311 233

This is an undesignated, unrestricted use fund under the control of the Council. The purpose of this fund is to ensure sufficient funding to finance the future costs associated with the approved Institutional Maintenance Plan; and ensure sufficient institutional resourced to fund unforeseen and urgent maintenance costs. Funds to the value of R9,347m (2019 - R4.311m) was provided for during the year in terms of a Council resolution.

24. ACADEMIC SUPPORT FUND	45 000 000	20 000 000
Balance at the beginning of the year	20 000 000	15 000 000
Amount provided for during the year	25 000 000	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 R25m (2019 - R5m) 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	212 364 374	85 475 420
Adjusted for:		
Government grants - assets	(60 274 628)	(57 861 072)
Transfer from Capitalised interest to Subsidy per the Minister letter	(15 000 000)	
Depreciation, amortisation and impairment	67 139 397	65 191 090
Interest received	(31 893 107)	(39 454 058)
Deferred income released to income related to expenses	-	(18 845 380)
Conditional grant released to income related to expenses	(32 911 165)	(19 415 131)
Infrastructure income released relating to expenses	(1 206 537)	
Loss on decommissioning of assets	257 196	527 197
Movement in provisions	10 230 209	(1 090 326)
Changes in working capital		
Trade and other receivables	(15 809 289)	7 299 390
Trade and other payables	(22 575 571)	36 049 258
	<u>110 320 880</u>	<u>57 876 388</u>

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	2020	2019
	R	R
25.2 Increase in Investments		
Closing balance at the end of the year	1 915 780 062	1 270 244 918
Opening balance at the beginning of the year	1 270 244 918	926 405 468
Increase in Investments	<u>645 535 143</u>	<u>343 839 450</u>
25.2 Purchase of Property, Plant and Equipment		
Cost at the end of the year	2 893 931 822	2 658 985 438
Less: cost at the beginning of the year	<u>(2 658 985 438)</u>	<u>(2 147 454 232)</u>
Movement of assets during the year	234 946 384	511 531 206
Add: Disposal / decommissioned during the year	519 052	1 709 356
Purchase of Property, Plant and Equipment	<u>235 465 436</u>	<u>513 240 562</u>
25.3 Purchase of intangible assets		
Cost at the end of the year	8 455 712	7 160 395
Less: cost at the beginning of the year	<u>(7 160 395)</u>	<u>(6 917 196)</u>
Purchase of intangible assets	<u>1 295 317</u>	<u>243 199</u>
25.4 Proceeds from sale of assets		
Net book value of assets written off	257 196	530 268
Profit (Loss) on sale of asset	<u>(257 196)</u>	<u>(527 196)</u>
Proceeds from sale of asset	<u>-</u>	<u>3 072</u>
25.5 Increase in Deferred Income		
Closing balance at the end of the year	2 232 927 018	1 955 281 096
Less: Assets capitalised/donated by government treated as deferred income	<u>(405 174 814)</u>	<u>(520 366 265)</u>
Add: Expenditure transferred to income	-	18 845 380
Add: Depreciation allocated to Deferred income	60 274 628	57 861 072
Less: Opening balance at the beginning of the year	<u>(1 888 026 836)</u>	<u>(1 485 265 283)</u>
Increase in Deferred Income	<u>-</u>	<u>26 356 000</u>
25.6 Increase in Conditional grants		
Closing balance at the end of the year	1 712 484 286	1 405 944 263
Add: Assets capitalised transferred to deferred income	405 174 814	520 366 265
Balance previously disclosed as Deferred income now disclosed as Conditional grant	<u>(67 254 260)</u>	<u>-</u>
Less: Capitalised interest transferred to income to cover operational expenses	15 000 000	-
Add: Expenditure transferred to income	33 445 539	19 401 514
Add: Transfer from / to other balances	672 156	-
Less: Opening balance at the beginning of the year	<u>(1 405 944 263)</u>	<u>(1 211 339 071)</u>
Increase in Conditional grants	<u>693 578 270</u>	<u>734 372 971</u>
26. COMMITMENTS		
Capital Contracted Commitments		
26.1 Commenced but not yet completed	1 164 762 586	1 669 834 161
26.2 Contracted but not yet commenced	798 335	52 754 447
26.3 Committed but not yet contracted	913 883 310	128 308 729
TOTAL	<u>2 079 444 231</u>	<u>1 850 897 337</u>

26.1 Projects to the value of R1 166,6196m (2019- R1 669,834m) were contracted for and commenced but not yet completed at the year end. Work-in-progress at the end of year was R371,423m (2019 - R548,179m).

26.2 Projects to the value of R,798m (2019 - R52,754m) 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 R913,883m (2019- R128,309m) 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
within 5 years	-

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

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27. EXECUTIVE MANAGEMENT AND COUNCIL MEMBERS' REMUNERATION

EXECUTIVE	2020 R Salary	2020 R Expense Allowance	2020 R Total	2019 R Total
Prof TV Mayekiso	4 427 896	37 042	4 464 938	3 957 243
Prof RTF Bernard (end of contract - 30 September 2019)	-	-	-	1 889 002
Prof RL Howard (end of contract - 30 September 2019)	-	-	-	1 735 255
Mr KD Pather	2 657 446	16 231	2 673 677	2 465 078
Mr JSM Legodi	2 143 280	16 231	2 159 511	1 921 316
Mr CL Mavuso (resigned - 30 June 2019)	-	-	-	1 099 755
Dr PM Maminza	1 680 603	14 719	1 695 322	1 491 992
Dr L Govender (appointed 1 March 2020)	1 508 466	152 389	1 660 855	-
	<u>12 417 691</u>	<u>236 612</u>	<u>12 654 303</u>	<u>14 559 641</u>

NON-EXECUTIVE COUNCIL MEMBERS

	Honorarium	Expense Allowance	Total	Total
Dr DM Mabunda (Chairperson)	35 559	46 240	81 799	112 680
Ms C Mabuza (Deputy Chairperson)	38 379	-	38 379	27 914
Mr GP Els	8 367	-	8 367	11 155
Ms C Ledwaba	41 835	-	41 835	47 409
Mr TG Mokoena	36 268	-	36 268	58 577
Prof RTG Nhlapho	56 513	-	56 513	29 301
Prof SS Ripinga	33 468	-	33 468	47 608
Mr JN Aling	31 390	-	31 390	30 690
Mr OM Galane	40 446	-	40 446	44 634
Mr MMC Khoza	11 156	-	11 156	16 733
Mr MD Nkosi	27 890	-	27 890	16 527
Prof M Kanyane (appointed 01 February 2020)	36 257	-	36 257	-
Ms. N Ravele (appointed 01 February 2020)	41 146	-	41 146	-
Ms N.Z.N Madlakana (appointed 19 June 2020)	11 156	-	11 156	-
	<u>449 830</u>	<u>46 240</u>	<u>496 070</u>	<u>443 228</u>

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont)
FOR THE YEAR ENDED 31 DECEMBER 2020

2020
R

2019
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	488 426 165	381 389 514
Government grants from the DHET - assets	60 274 628	68 164 877
Conditional grant received from the DHET - Infrastructure	608 197 000	665 948 000
Funza Lushaka bursaries received for qualifying students	35 376 455	31 763 616
NSFAS bursaries received for qualifying students	245 616 231	177 493 842
	<u>1 437 890 479</u>	<u>1 324 759 849</u>
Related party balances		
Deferred income from DHET	1 659 216 525	1 329 655 875
Current portion of Deferred income	60 274 628	125 115 332
Conditional grants	1 448 093 430	1 219 972 983
NSFAS (Creditors) balance	(36 393 352)	(39 052 662)
Funza Lushaka Debtors balance	193 643	193 657
	<u>3 131 384 874</u>	<u>2 635 885 185</u>

29. RISK MANAGEMENT

Capital risk management

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

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

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

Financial risk management

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

Liquidity risk

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

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

The below analyses the university's non-derivative financial liabilities into relevant maturity groupings based on the remaining period at the statement of financial position date to the contractual maturity date. Derivative financial liabilities are included in the analysis if their contractual maturities are essential 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>103 207 383</u>	<u>125 782 954</u>
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Interest rate risk

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

At 31 December 2020, 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 R1,930m (2019: R2.421m) 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

Considering that there has been no material impact on the revenue and impairment of the UMP assets as well as no penalties and onerous contracts arising from COVID-19, the university's projected cash flow for the next 12 months depicts an entity in good financial health. Thus, the financial statements for the university for the year ended 31 December 2020 are prepared on the going concern basis. 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. COVID-19 FINANCIAL REPORTING IMPLICATIONS

Nature of event

The impact of the outbreak of COVID-19 to the rest of the world and South Africa specifically in 2020 has profound impact on the operations of the University of Mpumalanga.

Due to implementation of social distancing measures, the university had to move faster towards digitalization and on-line platforms in-order to alleviate the detrimental effects of the pandemic on the university's operations. While there have been operational implications on the university, similarly, there are accounting implications, which should be considered for the financial year ended 31 December 2020 as follows:

31.1. Impact on impairment of assets

Considering that the vast amounts for the university's assets are physical buildings, which are still under construction, the impact has been on the delay in terms of construction time-lines. There has not been any significant impact on the cost of the projects as most projects were completed in time during 2020. There is been no impact on the impairment of the building as the maintenance on buildings continued even during the period.

Another consideration is around the use of expected credit losses and cash flow projections in the impairment of trade and other receivables. Though there should be expected credit losses emanating from the university's student debtors assets, particularly from self-funded students whose parents have been severely affected by the pandemic, these are immaterial considering that more than 87% of the students were funded during 2020. All the funders that committed to fund students have not shown any indication that they would not be able to fulfil their obligations. The cash flow projections emanating from student debtors remains within the pre-covid era data. Thus, the COVID-19 has no material impact on the calculation of the impairment of the UMP assets.

31.2. Revenue recognition

COVID-19 has an impact on the need to account for returns and refund liabilities in most entities, but, due to the nature of the UMP revenue being mostly in the form of grants and student fees and the move to on-line learning platforms, there has been no cancellation of courses by students which could ascribed to COVID-19. The extension of the 2020 academic year until the 31 January 2021 if viewed outside the guidelines of IFRS 15 could be misrepresented as lost revenue from an additional month for the 2020 financial year, but, in terms of IFRS 15 Revenue from Contracts with Customers, for revenue to be recognized there has to be a contract as defined in the standard.

The contract has to meet the following criteria:

- The parties to the contract have approved the contract;
- Each party's rights in relation to the goods or services to be transferred can be identified;
- The payment terms and conditions for the goods or services to be transferred can be identified;
- The contract has commercial substance; and
- The collection of an amount of consideration to which the entity is entitled to in exchange for the goods or services is probable.

The waiver of the additional tuition fees charge by the UMP can be considered to be a price concession whereby the contract has been amended to deliver the tuition over an additional month at the same contract price. This, therefore, does not have an impact on the 2020 Revenue Recognition.

31.3. Penalties related to termination of contracts and onerous contracts

The move to online platforms such as Zoom and Microsoft teams meant that even though physical attendance to conferences and events were restricted during COVID-19 levels 5 to 1, instead the university saved on travelling and accommodation expenses, there have been no penalties and onerous contract impact on the financial statements for the year ended 31 December 2020.

31.4. Debt restructuring

The university does not rely on debt financing to fund its activities. Hence, there was no need to consider debt restructuring as a result of the adverse impact of COVID-19.

31.5. Reimbursements of insurance claims

The university has adequate insurance cover for its assets as well as its personnel. As at 31 December 2020, there has been no claim lodged arising from COVID -19 related events.

Financial impact

Total capital and operational budget for COVID-19

45 198 318	106 680 875
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University ring fenced funds reprioritised to fund this expenditure

Capitalised interest of DHET infrastructure funds

Grants received during the year from DHET

Interest capitalised

University Capacity Development Grant

Total COVID-19 fund

50 777 772
1 526 000
2 132 471
3 878 706
58 314 949

32 Change in disclosure to prior year

The university has amended its presentation of Cash and cash equivalents to reflect only current bank accounts in the Statement of Cash Flows.

The UCDP and nGAP which was previously disclosed as Deferred income is now disclosed as Conditional grants.

UNIVERSITY OF MPUMALANGA

DETAILED INCOME STATEMENT (Unaudited Supplementary Schedules)

FOR THE YEAR ENDED 31 DECEMBER 2020

		2020	2019
	Notes	R	R
INCOME FROM STUDENTS	12	163 035 147	122 246 257
Application fees		1 255 897	1 587 395
Residence fees		19 198 627	14 557 891
Tuition fees		142 580 623	106 100 971
OTHER INCOME		585 121 634	494 414 723
Government grants - subsidy	11,1	488 426 165	381 389 514
Government grants - assets	11,2	60 596 853	68 164 877
Donations received	13	1 657 700	319 494
Investment income	14	31 893 107	39 454 058
Rental income - staff housing		584 757	422 836
Sales of goods and other services		1 963 052	4 663 944
TOTAL INCOME		748 156 781	616 660 980
OPERATING EXPENSES (Refer to page 32)		535 792 407	531 185 560
SURPLUS FOR THE YEAR	15	212 364 374	85 475 420

OPERATING EXPENSES

	535 792 407	531 185 560
Advertising and marketing	5 134 358	6 401 148
Auditors remunerations - external	1 280 460	946 968
Auditors remunerations - internal	1 385 903	3 485 072
Bank charges	310 790	431 228
Catering and refreshment expenses	1 474 947	4 470 354
Cleaning	2 297 795	3 896 487
Communication costs	308 464	455 237
Conferences and workshops	488 725	1 486 075
Conditional grant expenses-Covid-19	4 415 112	-
Conditional grant expenses-HEAIDS	6 335	-
Conditional grant expenses-NEMISA	856 992	-
Conditional grant expenses-nGAP	9 232 796	7 134 419
Conditional grant expenses-NRF	3 185 325	
Conditional grant expenses-UCDP	14 911 480	11 690 696
Conditional grant expenses-WRC	303 125	-
Depreciation, amortisation and impairments	67 139 397	65 191 090
Employee costs	304 272 930	264 530 815
Examination expenses	-	1 179 269
Fines and penalties	6 197	57 350
Information Communication and Technology cost	13 203 335	9 299 406
Infrastructure contribution	19 852	10 357 701
Insurance	2 988 652	2 749 877
Investors annual fee	4 865 767	3 810 585
Legal fees	11 393 388	14 974 742
Loss on decommissioning of assets	257 196	527 197
Motor vehicle expenses	1 712 605	2 062 406
Municipal services	29 111 954	36 954 661
Office supplies	125 196	1 774
Other expenses	439 690	753 856
Printing and stationery	2 790 205	3 664 080
Professional services	4 901 828	8 889 156
Provision for bad debts	3 297 794	15 914 512
Programme costs	1 164 301	1 430 399
Protective clothing	4 238	240 392
Recruitment costs	472 030	845 052
Rental of buildings	869 791	740 048
Rental of equipment	263 355	918 865
Repairs and maintenance	12 891 680	10 688 767
Residence expenses	910 700	1 875 238
Security and safety	15 088 831	14 358 895
Service fees	418 898	208 054
Small equipment	424 927	279 785
Staff development	317 366	474 373
Student support services	3 492 756	4 663 114
Subscriptions	3 110 190	1 954 297
Training	453 078	1 649 710
Travel and accommodation - international	216 411	1 647 412
Travel and accommodation - local	3 575 262	11 705 584

ANNEXURE 1

ANNUAL PERFORMANCE PLAN 2020

ACTIVITY AREA 1: GOVERNANCE AND STRATEGIC LEADERSHIP AND MANAGEMENT



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 Objective	Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
1.1 Implement an effective and efficient Multi-Campus Management Model.	31 December	Implement the recommendations of the review of the multi-campus management model conducted in 2019.	Achieved Action Plans were developed on the recommendations of the review of the multi-campus management model. The actions for 2020 included: the review of the ToR of the Campus Management Committee and the Siyabuswa Support Services Committee; Alignment of the Multi-Campus Management Model with the new organogram; Create positions of Director: Marketing and Director: Stakeholder Liaison and Communication.	Nil
1.2 Develop an effective framework for ethical and sound governance and management at UMP	30 November	Two workshops on leadership and management for EMANCO.	Achieved Two workshops on leadership and management took place on 14 October 2020 and 11 November 2020.	Nil

1.3	Establish systems and processes to ensure regulatory compliance and risk management at all institutional levels.	31 December	Update the Audit, Risk and IT Governance Matrix quarterly.	Achieved The Audit, Risk and IT Governance Matrix was updated and submitted to ARIGC on 10 March 2020; 4 June 2020; 3 September 2020; 5 November 2020.	Nil
		31 December	Align institutional structures and processes with the UMP Statute.	Achieved The membership of Senate, Council, Council Committees and Institutional Forum were aligned with the UMP Statute.	Nil
		30 September	Institutional Risk Register review.	Achieved The Institutional Risk Register was reviewed on 29 September 2020.	Nil
		Quarterly	Risk Management Reports submitted quarterly to ARIGC.	Achieved Risk Management Reports were submitted to ARIGC on 10 March 2020; 4 June 2020; 3 September 2020; 5 November 2020.	Nil
		31 August	Submission of 2019 Annual Report to DHET.	Achieved The 2019 Annual Report was submitted to DHET on 04 August 2020.	Nil

ACTIVITY AREA 2: RESEARCH AND KNOWLEDGE GENERATION

GOAL1: CREATE AND SUPPORT AN ENVIRONMENT THAT FOSTERS RESEARCH QUALITY AND PRODUCTIVITY

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
2.1	Provide an enabling policy and funding framework for research to improve research quality and productivity.	31 December	Implement reviewed Council approved Research Policies and Develop a Policy on Research Publications.	Achieved Three Reviewed Research Policies (Policy on Conference Attendance; Policy on Research Support and Policy on Postdoctoral and Research Fellowships) circulated to all staff and implemented. Policy on Research Publications approved by Council on 01 October 2020.	Nil
		30 June	Submission of 2019 DHET Research Output Report to DHET.	Achieved 2019 DHET Research Output Report submitted to DHET on 30 June 2020.	Nil
2.2	Provide appropriate research and innovation infrastructure and support	31 October	Identify research related needs of new staff: organise assistance with Director Library and Information Services, Director Finance, Director HR and Director IOT.	Achieved 9 New staff received assistance on Policies, Processes and procedures from Research and Finance Divisions. Director Library and Information Services organised zoom workshops for all academics. Director IOT shared relevant Policies to New researchers. SPSS licenses renewed for staff and students' use.	Nil

2.3	Promote, recognise and reward research and innovation excellence	31 December	Research Excellence Awards held.	Achieved 2020 Research Excellence Awards Ceremony held on 8 December 2020: Prof Wilfred Mbeng received Faculty Researcher of the Year, Drs Julia Giddy and Mduduzi Ndlovu received the NRF Rating 2020 Excellence Award.	Nil
2.4	Increase and diversify external and internal financial resources available to support research-related activities	31 December	Increase funding by 10%. Total Grant received in 2019 = R5 721 756.12 10% increase = R572,175.61 Total expected in 2020 = R6,293,931.73	Over achieved R552,250.00 received from BRICS for the Research Project led by Dr G O'Brien. R200,000.00 received from WRC for the Research Project led by Dr J Ndoro. R1,500,000.00 from NEMISA for UMP Colab Activities led by Dr B Ngoqa. R1,320,000 from DHET for NESP Programme. R929,483.00 from Erasmus+ (ELEPHANT) Project led by Dr L Minnie (R97,321.60 paid 2020) R1,352,000.00 from NRF/NSFAS for Honours students. R720,000 from NRF/NSFAS for Masters' students. R 80,300.00 from NRF for Dr Otang Mbeng Projects. R202,944.00 from NRF for Dr Inam Yekwayo Research Project.	Nil

31 December

R100,000 from Rhodes University for Mr L Mukwevho Research Project.

R285,000.00 from NRF for Dr N Mathaba Research Project.

R470,000 from NRF for Dr P Dlamini NRF_ BAAP Programme.

R200, 000.00 from NRF for Post-Doctoral Fellow (Dr Mashabela).

R305, 000.00 from NRF for Post-Doctoral Fellow (Dr Schmidt).

R3,853.871.86 from DHET for 2021 UCDP.

R900,000.00 from NRF for the 2021 Southern African Wildlife Management Symposium granted to Prof D Parker.

R97,600 from NRF for Customised Intervention Project.

R30,000.00 from NRF for Sicelo Dlamini nGAP Research.

R76,500.00 from DSI for Nkomazi Project led by Prof W Otang - Mbeng.

R650,000 from WRC/ Wader Project led by Ayanda Shabalala.

LaTFURE Project Euro 9,331.00 (R185,000.00).

Euro 32,172.00 Erasmus+ for the UMP/ Harper Adams University staff exchange.

				Total Received Jan-Dec 2020: R7,823,527.70. (without UCDP Grant). Total Attracted Jan-Dec 2020: R10,011,616.70 (without UCDP, Harper Adams University and LaTFURE Contributions). Identified New Funders in 2020 are: WRC/ Wader; and Harper Adams University Erasmus+ Projects); Rhodes University; DHET NESP.	
			Increase number of funders by 2.		

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

2.5	Attract, nurture and develop research potential and talent.	31 December	for Masters' and Doctoral degrees	Achieved Progress Reports from supervisors of staff registered for postgraduate studies submitted to the Research Office. Masters' and Doctoral degrees obtained in 2020: 4 Masters (Ms V Rademeyer, Ms L Jiyane, Mr Danie Le Roux and Mr L Letsoala) and 4 Doctoral degrees (Drs M Mavhungu, M Musara, N Mbusi and P Shabalala). NRF Rating application facilitated: workshop for applicants held on 18 November 2020 and 5 academics indicated interest in applying for rating. Dr Gordon O'Brien applied for the NRF-WRC SARCHI Chair.	Nil
			Facilitate applications for NRF Rating and one SARCHI Chair.		

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 25 staff members attended national and internal conferences (19 in person and 6 Virtual conferences/workshops). 62 applications were approved for Publication fees payment. 1 application was approved for Research Support Grant 3 applications were approved for Institutional Research Theme Project. LaTFURE online training on 28 and 29 September 2020 on “Dual Higher Education Implementation”. 6 Research communities of practice seminars presented by staff. Drs Gordon O’Brien, Inam Yekwayo and Julia Giddy were selected to participate in the Future Professors Programme by DHET.	Nil
		31 December	2 Seminars for emerging researchers will be held.	Over-Achieved Prof. Dr Angelina Yee delivered seminars on 30 January 2020. Prof Chong Aik Lee delivered a seminar on 30 January 2020 Prof Avni Shah presented a public lecture on 18 February 2020.	Nil

		Over-Achieved Prof. Dr Angelina Yee delivered seminars on 30 January 2020. Prof Chong Aik Lee delivered a seminar on 30 January 2020. Prof Avni Shah presented a public lecture on 18 February 2020. Prof J Olivier of NWU presented a seminar on 19 October 2020. Prof T Robinson of SU presented a seminar on 18 November 2020. Prof Gordon Zide presented ATMDT Lecture on Ethical and Moral Leadership at UMP Multipurpose Hall on 26 November 2020. Professor Victor Mlambo obtained a C1 NRF Rating.	
31 December	Research proposal writing interactions arranged for both Honours and Masters' candidates; research methodologies and data analyses arranged for staff and postgraduate students.	Achieved Arrangements made for proposal writing, research methodologies and data analyses for Honours and Masters' students with Faculty experts. Faculty of Economics, Honours and Masters' supervisors attended to Development and Business Sciences students. Experts attended to Faculty of Agriculture and Natural Sciences Honours and Masters students.	Nil

2.7	Create a culture of research in undergraduate students.	30 August	Host 1 Writing Retreat for UMP researchers in January to increase research outputs.	Achieved One Writing Retreat held on 06-10 January 2020 at Pestana Lodge, Malelane.	Nil
		31 December	8 undergraduate students participating in research internship opportunities from Senior Academics	Achieved 9 undergraduate students participated in research internship opportunities. Excellent Reports received from Prof Mwabvu (2 students); Prof Mlambo (1 student); Prof Ngqondi (1 student); Dr Mhlanga (2 students); Dr Chingombe (2 students) and Prof Siyongwana (1 Student).	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.	31 December	Partnerships with signed MoUs: 2 National and 2 International partners.	Achieved MoU signed with SEDTA on 4 February 2020. MoU signed with Timbali Incubator Technology on 5 October 2020. MoU signed with Friedrich Alexander University, Germany on 10 June 2020. MoU signed with Harper Adams University, UK on 9 December 2020.	Nil
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ACTIVITY AREA 3: TEACHING AND LEARNING

GOAL1: DEVELOP A PQM AND ENROLMENT PLAN THAT IS APPROPRIATE FOR A MULTI-CAMPUS COMPREHENSIVE UNIVERSITY AND THAT IS RESPONSIVE TO OUR CONTEXT.

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for 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 compiled.	Achieved The mid year report on the implementation of the Quality Assurance framework was implemented through school reports which were submitted to Senate on 02 September 2020. The Quality Assurance Enhancement policy was circulated to all academic leaders on 05 September 2020.	Nil
		31 December	Engagement with CHE on Quality Assurance.	Achieved Dr Machingambi attended and presented a paper on the 2020 CHE Quality Promotion Conference held at the CSIR Convention Centre, Pretoria from 26 to 28 February 2020. Title of Presentation was Giving Students a Voice: Enhancing learning through students' evaluation of teaching. A UMP team led by the Vice-Chancellor. managed to engage with CHE on Quality Assurance processes at UMP.	Nil

				Professor Bernard and Dr Machingambi participated in a month long (September), Moodle based Webinar on QA during the pandemic.	
		31 December	End of year report on UCDP submitted to Senate.	Achieved The UCDP Report was completed and submitted to the Chair of Senate on 10 November 2020 and to DHET on 11 November 2020.	Nil
3.2	To conceptualise, develop and launch new qualifications that will both stand alone and support articulation within UMP and between institutions.	30 November	Submit applications for 6 new qualifications to DHET for qualifications that diversify the student population such as B Com Accounting, LLB, BSc Data Science etc.	Achieved The following 16 new qualifications were submitted to DHET for PQM Clearance: Postgraduate Diploma in ICT on 7 January 2020, Higher Certificate in ICT on 31 January 2020, BA Honours in Geography on 31 January 2020, BA Honours in SiSwati on 27 February 2020, Higher Certificate in Event Management on 14 April 2020, Master of Arts on 10 April 2020, LLB on 14 April 2020, BSc in Forestry on 16 April 2020, Bachelor of Commerce in Economics on 12 May 2020, PhD in Agriculture on 15 May 2020, PhD in Development Studies on 29 May 2020, Tourism as a major in the BA and BCom on 1 September 2020;	Nil

			Master of Commerce on 27 September 2020; Postgraduate Diploma in Hospitality Management on 27 September 2020; Diploma in Culinary Arts on 27 September 2020; BCom Hons Business Management and B Tourism Management on 15 December 2020.	
	31 December	Submit applications for 4 new qualifications to CHE.	Achieved The following 17 new qualifications were submitted to the CHE: BA Honours in Sociology on 7 January 2020, BCom Honours in Economics on 3 February 2020, Postgraduate Diploma in Hospitality Management on 3 February 2020, BA Honours in Psychology on 6 March 2020, BA Honours in English on 9 March 2020, Master of Science on 12 March 2020, BA Honours in Industrial Psychology on 30 March 2020, Bachelor of ICT on 13 April 2020, Higher Certificate in ICT on 12 May 2020, BA Honours in Geography on 7 June 2020, Postgraduate Diploma in ICT on 26 June 2020, BA Honours in SiSwati on 13 July 2020, Tourism as a new major in the BA on 12 October 2020	Nil

				PhD in Agriculture on 16 October 2020; Master of Arts on 19 November 2020; PhD in Development Studies on 11 November 2020; Master of Commerce on 15 December 2020.	
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.	Over Achieved Zoom individual & small group workshops on how to record lectures and uploading to moodle and related processes were held on 11, 13, 14 and 24 February 2020. Related workshops were also held as follows: Incorporating and formatting quizzes held on 02 July 2020; creating course page held on 11 July 2020; uploading learning materials held on 23 August 2020; Assessing tasks on moodle held on 26 September 2020.	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 November	Report on the review of the provision of WIL in all diplomas.	Achieved The WIL programme and its implementation was reviewed to align it with the COVID-19 regulations. The WIL aspect of the following diploma programmes was pursued through the project based method due to COVID 19 restrictions; Hospitality Operations Practice 1 (HOP222) and Hospitality Operations Practice 2 (HOP333).	Nil

				The WIL component of four 3rd year diploma programmes were done on line. There was a shift from physical visits to online engagement in the following programmes:	
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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	2020 calendar for PASS for T&L for both campuses developed	Achieved The developed 2020 Calendar for PASS for T&L was shared with all academics and academic leaders in the two campuses on 23 January 2020.	Nil
		31 December	Two academic development modules presented.	Over Achieved Three workshops were presented at the Mbombela Campus as follows: Teaching and Learning on 31 January 2020; Assessment and Moderation of Learning on 19 February 2020; Assessment of Practical skills for hospitality staff on 02 March 2020. A workshop on assessment and moderation of learning was held at Siyabuswa Campus on 05 March 2020.	Nil

				Zoom individual and small group workshops were held as follows: Moodle question formats on 21 and 28 April 2020, incorporating and formatting quizzes on 02 July 2020; creating course page on 11 July 2020; uploading learning materials on 23 August 2020; Assessing tasks on moodle on 26 September; adding multi-media files on 28 September 2020. Workshops on discussion forums and conducting assessments on line were held as follows: Mbombela Campus on 16 October 2020 and Siyabuswa Campus on 15 November 2020.	
3.6	To promote recognise and reward excellence in teaching.	30 June	School T&L champions identified.	Achieved Online T&L champions were identified in each school across the university.	Nil

3.7	To attract, nurture and develop academics as reflective practitioners.	30 November	Opportunities created for staff to undertake formal postgraduate higher education qualifications.	Achieved Eleven academics who enrolled for the PGDHE with Rhodes University continued to engage with the programme on line because of COVID 19 and lockdown. These are Dr Liaane Minnie, Prof Andrew Maredza, Dr Humphrey Khwidzhili, Mr Sibonginkosi Gumede, Ms Itumeleng Sebola, Dr Zakhaleni Dube, Dr Mandla Masuku, Ms Lindiwe Jiyane, Prof Daniel Parker, Dr Omolong Kappo-Abidemi, Mr Joseph Mathlhwale. All the eleven academics managed to complete year one of the PGDHE at the end of 2020 and they are proceeding to year two in 2021.	Nil
3.8	To provide a policy and support for the use of multimedia and ICTs in teaching and learning.	31 October	Present one workshop/seminar on online teaching and learning.	Achieved The use of ICTs in T&L was promoted through zoom workshops which were held as follows: Incorporating and formatting quizzes on 02 July 2020; creating course page on 11 July 2020, uploading learning materials on 23 August 2020, Adding multi-media files on 28 September 2020.	Nil

				The use of ICTs in T&L was further promoted through zoom workshops and individual online engagements facilitated by Dr Du Plessis for the Siyabuswa Campus on 6 November 2020 and by Mr Mafuza Maya for the Mbombela Campus on 15 November 2020.	
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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 October	Revise the Admissions Policy.	Achieved The revised Admissions Policy was submitted to Senate on 02 September 2020 and approved by Council on 1 October 2020.	Nil
3.10	To provide a scaffolded programme of student support and mentorship.	31 March	Orientation week held on both campuses.	Achieved Achieved A first year orientation week programme was held out in the week of 4 to 8 February 2020 on both campuses. A report on the orientation week programme was submitted to the office of the DVC Academic on 15 February 2020.	Nil
		31 December	Student mentors appointed to provide student support.	Achieved A total of 53 mentors were appointed to provide student support. The mentors provided support in the following: Study skills and online library skills offered to 15 students on 13 March 2020,	Nil

				Applications Development Fundamentals offered to 40 students on 13 March and 9 November 2020, Challenges faced by mentees offered to 18 students on 07 October 2020, Challenges faced in online learning offered to 18 students on 07 October 2020, References, paraphrasing and plagiarism offered to 9 students on 09 October 2020, Managing COVID 19 offered to 10 students on 21 October 2020, Exam preparation offered to 20 students on 24 November 2020.	Nil
3.11	To have a flexible curriculum structure that will promote success and improve completion rates and throughput.	31 December	Develop policies for Honours Degrees, Postgraduate Diplomas and Advanced Diplomas to include flexible modes of delivery.	Achieved The policy for Honours Degrees and Postgraduate Diplomas as well as the policy for Advanced Diplomas were submitted to Senate on 02 June 2020 and approved by Council on 25 June 2020. These policies include flexible modes of delivery.	Nil

ACTIVITY AREA 4: PLANNING & INSTITUTIONAL SUPPORT

GOAL1: PROMOTE THE DEVELOPMENT AND MAINTENANCE OF ICONIC INFRASTRUCTURE AND FACILITIES

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
4.1	Develop systems and processes for new infrastructure development and maintenance of existing infrastructure.	30 September	Mid-year report on implementation of the Quality Assurance (QA) framework compiled.	Achieved The Maintenance Plan was monitored through monthly divisional reports. The implementation of maintenance plan was focused on maintenance of HVAC, Air conditioners, fire detection systems and First Aid kits.	Nil
			Develop and monitor the implementation of the Integrated Renovation Plan for 2020 through monthly reports.	Achieved The Integrated Renovation Plan was monitored through monthly reports. The implementation of the Integrated Renovation Plan included upgrade to the MV electrical system with the installation of the quality supply check meter, the renovation to the staff lapa ablutions and the continuation of the Lotto funded renovation of the sports field with the flood lighting to the cricket nets and the addition of sporting equipment. The old internal fences on the campus were restored.	Nil

		Monitor the implementation of the Siyabuswa Beautification Project Phase II through monthly reports.	Not Achieved The Siyabuswa Beautification Project Phase II will be monitored through monthly reports. The installation of Flood lights at the Tennis Courts in Siyabuswa Campus is waiting for the appointment of the service provider as it was delayed by the continuous student protests. The painting of the pavilion is waiting for the finalisation of the procurement process as well.	30% due to students protests
	30 June	Develop Quality Management System for monitoring Construction Projects.	Achieved Achieved Development of the Quality Management System for monitoring construction projects was completed by the 30th of June 2020 and subsequently approved by the Facilities Planning and Infrastructure Committee of Council (FPIC) at its Quarter 2 2020 on the 25 August 2020.	Nil

		30 June	Revise the Project Management Reporting System to be in line with Department of Higher Education and Training requirements.	Achieved Revision of the Project Management System to be in line with the Department of Higher Education requirements was completed by the 30th June 2020 and subsequently approved by the Facilities Planning and Infrastructure Committee of Council at its Quarter 2 2020 which was held 25 August 2020.	Nil
4.2	Provide a multifaceted environment inspiring both social and intellectual exchange in an atmosphere that is unconventional original and creative.	30 September	Achieve 75% completion on the following projects (i) Server & Security Building (NBP0019) (ii) Academic & Archive Building (NBP0021) (iii) Irrigation Laboratory (NBP0022) (iv) Load Management System (LMS0001) (v) Bulk Infrastructure – Electricity 20MVA Substation (BIP0004) (vi) South Campus Civil Infrastructure (SIP1001) (vii) South Campus Electrical Infrastructure (SIP1002)	Not Achieved 30% complete 25% complete 0% complete 0% complete 18% complete 51% complete 0% complete	Nil

4.3	Create social spaces for crucial conversations with both internal and external stakeholders.	31 December 2020	Achieve 25% construction completion of the following projects: (i) Lower Campus Access and Gate House (NBP0015) (ii) South Campus Gate House and Drop-off (NBP0031) (iii) Orchard Campus Gate Houses / Guard House NBP0032 Achieve 60% completion on the following projects: (i) Environmental Rehabilitation of Lower Campus (ii) Urban Fabric – Student Pavilions	0%	100% % Reason for deviation the infrastructure procurement process was suspended due to the lockdown during 26 March 2020 to 29 May 2020.
4.4	Establish effective integrated planning framework.	31 December	Conduct 2 HEDA Dashboard workshops for Management.	Achieved HEDA Dashboard workshops were planned and conducted for MANCO, Head of Schools (HoSs) and Programme Leaders (PLs) as follows: HoSs and PLs on 30th September 2020 MANCO on 04th November 2020.	Nil
		31 December	Monitor the use of the Archibus facilities management system through monthly reports.	Achieved The use of the Archibus facilities management system was improved by adding 26 users and 16 passwords issued for 2020.	Nil

4.5	Establish systems and processes for monitoring and evaluation.	31 December	Revise the New Infrastructure Projects: Five Year 2019/2020 to 2022/2023 Infrastructure Development Plan. Plan to be in line with the Department of Higher Education and Training requirements.	The Revised New Infrastructure Projects: Five Year 2019/2020 to 2022/2023 Infrastructure Development Plan was revised to be in line with the Department of Higher Education and Training requirements and approved by University Council on the 26 November 2020 and authorised by the Vice Chancellor on 07 December 2020.	Nil
		31 December	Update the New Infrastructure Projects Five Year 2015/2016 to 2020/2021 Infrastructure Development Plan to be in line with Department of Higher Education and Training Requirements.	Achieved The Updated New Infrastructure Projects: Five Year 2015/2016 to 2020/2021 Infrastructure Development Plan was updated and approved by the Facilities, Planning Infrastructure Committee of Council on 25 August 2020 Q2 meeting.	Nil
			Update the New infrastructure Projects Five Year 2018/2019 to 2020/2023 New Infrastructure Development Plan.	Achieved The Updated New Infrastructure Projects: Five Year 2015/2016 to 2020/2021 Infrastructure Development Plan was updated and approved by the Facilities, Planning Infrastructure Committee of Council on 25 August 2020 Q2 meeting.	Nil
		31 December	Develop and implement the Monitoring and Evaluation Framework.	Achieved The workshop for the development of the framework was planned in October and it took place on 19th and 20th November 2021.	Nil

		31 December	Submit HEMIS Data as per DHET schedules.	Achieved HEMIS Data was submitted as per the DHET schedules as follows: 2019 HR Valpac Report by 30th January 2020,. DHET/PRAXIS electronic submission of the 2019 HR- Valpac was made on 26th February 2020, 2019 2nd Student Valpac Database was submitted on 30th April 2020, 2019 Space Valpac Database on 28th May 2020. October Student Valpac was submitted on 30th October 2020	Nil
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Goal 3: Establish and enhance quality institutional support services

4.6	To promote and foster an environment that is conducive to the health, safety and protection of UMP internal and external stakeholders.	31 December	Monitor the implementation of the SHE Management Plan 2020 through monthly reports for both campuses.	Achieved SHE Management Plan was implemented and monitored through monthly reports. The implementation included baseline risk assessments, SHE awareness campaigns, inductions and SHE appointments. Conducted fire drills and toolbox talks. Further installed assembly points, cigarette bins and refilled Fire Aid boxes.	Nil
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	31 December	Conduct four (4) SHE awareness campaigns to students and staff in both campuses.	Achieved Conducted five (5) SHE awareness campaigns on staff and students in 2020. SHE awareness campaign was conducted with the Siyabuswa Security personnel on 25 March 2020 and Toolbox talk with maintenance staff on 19 November 2020. Conducted SHE awareness and Risk Assessment with Maintenance staff on 27 October 2020 and also Safety induction on 02 November 2020 at Mbombela Campus. SHE emergency management and evacuation drill awareness campaign was conducted in the Hospitality Building on 16 October 2020 with staff and students.	Nil
	31 December	Conduct four (4) security awareness campaigns to students and staff in both campuses.	Achieved Conducted five (5) security awareness campaigns on staff and students in 2020. The security awareness campaign on access control was conducted with the Support Staff on 23 September 2020 and Hotel and Catering Staff on 18 September 2020.	Nil

			The security Awareness Campaign was conducted with the Campus security on 24 March 2020 at Mbombela Campus. The security Awareness Campaign was conducted with students at Siyabuswa Campus on 03 February 2020 and at Mbombela Campus covering security and safety, and malicious damage to property. Conducted Awareness Campaign with Campus Security on 25 June 2020 at Mbombela Campus on preparation of safe return of students and staff on campus.	
	31 December	Conduct one security risk assessment report per campus.	Achieved The security risk assessments were conducted by Afriguard Security Services on 21 September 2020 at for Mbombela campus and Hlosi Solution on 29 September 2020 at Siyabuswa Campus.	Nil
	31 December	Implement and monitor the Security Management Plan for 2020 through monthly reports.	Achieved The security management plan was implemented and monitored through monthly reports in 2020. The implementation included installation, repairs and planning for the upgrade of perimeter fences around the University.	Nil

				Replaced the old perimeter fence and activated the electrical fencing from the 12 to 22 February 2020 at building 12 Mbombela Campus. Appointed new security service provider, Hlosi Security Solutions at Siyabuswa Campus to start from 01 March 2020.	
4.7	Create and maintain quality estate and facilities informed by the needs of students and staff.	31 December	Monitor the implementation of the waste management strategy through monthly reports.	Achieved The waste management strategy was implemented and monitored through monthly reports in 2020. The implementation included hazardous waste management, handling of general waste material and training on material safety data sheets.	Nil
		31 December	Monitor the implementation of the fleet management plan through monthly reports.	Achieved The fleet management plan was implemented and monitored monthly reports in 2020. The implementation included conducting motor vehicle inspection and servicing of the fleet. Further conducted training with transport personnel on First Aid on 23-24 November 2020 and firefighting on 18 December 2020.	Nil

4.8	Expand ICT Infrastructure to enhance the academic project and support services.	31 December	Monitor the implementation of the fleet management plan through monthly reports.	Achieved The fleet management plan was implemented and monitored monthly reports in 2020. The implementation included conducting motor vehicle inspection and servicing of the fleet. Further conducted training with transport personnel on First Aid on 23-24 November 2020 and firefighting on 18 December 2020.	Nil
		31 December	Monitor the implementation of the new Catering Management Model through monthly reports.	Achieved The new catering model was implemented and monitored through monthly reports in 2020. The implementation included hiring of operational staff, development of new menus, standard operating procedures (SOPs), training chefs on new menus as well as training food and beverage staff on the Barista course. Further developed food safety management plan.	Nil
		31 December	Implement upgrade of the ICT Infrastructure at the Siyabuswa Campus.	Achieved UPS delivered 28 October 2020 and installed on 23 November 2020. Provision of network infrastructure (Single Mode fibre, 10 UTP for printers and wireless Access Points) at the Multi-Purpose Hall was completed on 13 February 2020.	Nil

		Provision of network infrastructure (6 UTP for wireless Access Points) for the Dining Hall on 24 August 2020.	
30 September	Implement the disaster recovery and continuity site.	Achieved The mid year report on All Virtual Servers have been replicated to Microsoft Azure South Africa North for disaster recovery and continuity. All Servers at Siyabuswa Campus have been migrated to Azure on the 27 July 2020. DHCP redundancy has been setup at Mbombela Campus on 27 July 2020. University Website and DNS Servers were migrated to Azure in order to ensure high availability on 18 October 2020.	Nil
31 December	Implementation of the audio-visual systems plan at the Siyabuswa Campus.	Achieved Audio-Visual equipment installation completed on 13 February 2020 in the following areas: • Teaching Venues (4.03,7.01, 7.02, 7.03, 7.04), • Dean's Boardroom, • Library, • Campus Security room and • PC labs.	Nil
31 December	Add one module to CELCAT.	Achieved The following three modules were added on CELCAT: Exam Timetable Class Timetable Room Booker.	Nil

ACTIVITY AREA 5: QUALITY STUDENT EXPERIENCE TO

GOAL1: CREATE AN EFFECTIVE AND PROGRESSIVE STUDENT LEADERSHIP

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
5.1	Ensure the existence of functional student leadership structures.	31 October	Mid-year report on implementation of the Quality Assurance (QA) framework compiled.	Achieved The election of the 2021 CRCs/SRC was moved to November 2020 following the extension of the 2020 academic year and successfully held on 27 November 2020.	Nil
5.2		Provide development programmes for the student leadership structures.	31 October	Achieved The members of the SRC/CRC attended a leadership development training on 8-9 February 2020 at the Mbombela Campus. The training was facilitated by Prof Bodibe of Wamcilt. The University provided training on Financial Management for the SRC/CRC members on 30 July 2020 via Zoom. A workshop on Conflict Management was presented to the SRC/CRC members on 6 August 2020 via Zoom. The University provided training on Conflict Management for the student political structures on 13 and 20 August 2020.	Nil

			A student leaders' dialogue on Political tolerance in institutions of higher learning in South Africa was held via zoom on 9 November 2020. A session on Public Speaking was held for all candidates who were contesting for the CRC elections. The session was held on 20 November 2020 at the Siyabuswa Campus.	
31 August	2 training sessions for the house committees per Campus.	Achieved Resident Student Assistants (Leaders of the House Committees) attended the COVID-19 training session facilitated by Higher Health on 12 June 2020 in preparation for the return of students on 29 June 2020. On 30 September 2020, House Wardens in Mbombela Campus conducted their second Virtual COVID-19 Awareness session with Residence Student Assistants (RSAs) and Floor Representatives. An advert for the Residence Student Assistants (RSAs) applications was sent via UMP Communique on 11 November 2020. On 17 December 2020, RSA shortlisting was done for interviews to be held in January 2021.	Nil	

5.3	Promote accountable student leadership structures.	Per the SRC meetings schedule.	SRC meetings held per the schedule	Achieved The SRC held its meetings on 16 April 2020; 18 June 2020 via zoom. The SRC held its meetings on 28 July 2020; 4 August 2020; 26 August 2020; and 21 September 2020.	Nil
		One meeting per semester.	2 reports on the mass meetings submitted to Management	Achieved The SRC held a mass meeting with the students on 17 February 2020 at the Mbombela Campus. The SRC communicated with students via social media platforms. 4 communications were sent in April 2020; 3 communications were sent in May 2020; 2 communications were sent in June 2020. The SRC communicated with the student body via online platforms on 8 July 2020; 25 August 2020; and 1 September 2020.	Nil
5.4	Promote the adherence and observance of the University policies by student leadership and the student body.	30 September	Conduct policy reviews/ amendments with the SRC/CRC members.	Achieved The approved Student Housing Policy amendments were shared with the SRC in the meeting held on 26 June 2020. On 22 September 2020, Student Housing facilitated a meeting of the Residence Disciplinary Committee (RDC).	Nil

				On 5 October 2020, Student Housing conducted a Residence Disciplinary Committee workshop and reviewed the Residence Disciplinary Procedures.	
5.5	Create effective communication strategies between student leadership and university leadership.	Per the almanac dates.	Quarterly MANCO/ SRC meetings held.	Achieved Management held a meeting with the SRC on 17 and 25 February 2020. Management held a meeting with the SRC on 11 March 2020 as per the Almanac. Management held a meeting with the SRC on 20 May 2020. Management held a special meeting with the SRC on 3 June 2020 to discuss the UMP Plan on the return of staff and students to Campus under level 3 of the Lockdown. Management held a meeting with the SRC on 31 August 2020 as well as the quarterly MANCO-SRC meeting on 7 September 2020. MANCO held a meeting with the SRC on 30 November 2020. MANCO met with the Mbombela CRC on 3 December 2020.	Nil

	Per the DoS/ SRC meetings schedule.	DoS/SRC meetings held.	Achieved The DoS/SRC meeting was held on 22 February 2020 at the Mbombela Campus. The DoS held a meeting with the SRC on 20 May 2020, and 26 June 2020. The DoS held a special meeting with the SRC President and the SRC Sports and Recreation Officer on 30 June 2020. The Dean of Students and the Managers in Student Affairs held a meeting with the SRC on 28 August 2020 via zoom. The Dean of Students and the Managers in Student Affairs held a meeting with the SRC on 24 October 2020 via zoom.	Nil
	Per the Managers/ CRC meetings schedule.	Managers/CRC meetings held.	Achieved The Manager: SGD held a meetings with the CRC at the Siyabuswa Campus on 22 January 2020; 5 February 2020 and 5 March 2020. The Manager: SGD held meetings with the CRC at the Mbombela Campus on 13 February 2020 and 12 March 2020. The Manager: SG&D held a meeting on 20 May 2020 and 11 June 2020 with the CRC.	Nil

				The Manager: SG&D held meetings with the Mbombela CRC on 24 July 2020 and 19 August 2020. The Manager: SG&D held a meeting on 03 July 2020 and 22 July 2020 with the Siyabuswa CRC. Manager: SG&D held a meeting with the CRC on 7 October 2020 at the Siyabuswa Campus. The Manager: SG&D held meetings with the Mbombela CRC on 23 October 2020 and 6 November 2020 via zoom.	
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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	10 functional sporting codes	Achieved The Sports and Recreation Officers introduced the available sporting codes to all new students during the orientation week held from 4 to 7 February 2020 in both Campuses. The Mbombela Campus Cricket Team played 9 games during the period: January to March 2020. The Mbombela Campus male soccer team played 8 games in the Mbombela Football Association League and won all the games and is currently on position 1.	Nil
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The Mbombela Campus established two Super Pool Teams which registered for the Mpumalanga 8 Ball Pool Federation.

The two Mbombela Campus Super pool competed against each other on 29 February 2020.

The Mbombela Campus Athletes participated in the Mpumalanga Athletics Championships held in Secunda on 7 March 2020.

The Siyabuswa male soccer team which is playing in the SAB Nkangala Regional League has played 7 league games in February 2020.

The Siyabuswa Campus ladies soccer team played against Passion Ladies FC in Carolina on 22 February 2020.

The 11 sporting codes were in existence during the year, though they did not have active events due to the COVID-19 National Lockdown Regulations.

The Sports and Recreation Committee held a meeting on 10 November 2020 and discussed the impact of COVID-19 on keeping sporting codes active during the COVID-19 period.

	31 October	3 sports days to be held per year	Achieved On 5 February 2020 the Siyabuswa Campus hosted an Indigenous Games Exhibition with the support of the Department of Culture, Sports and Recreation (Nkangala District) to the 100 First Year students. The University affiliated with USSA in June 2020 for participation in USSA tournaments when the window opens. On 3 August 2020 - Ms Thabile Ngomane from CPUT who is a Marketing Student (final year), CPUT Residence Coach, Qualified and NSA accredited umpire, Founder and Director of Bukhosi Youth and Women's Foundation spoke to students on keeping fit even during the COVID-19 lockdown period. On 10 August 2020 – Ms Nonhlana Sikhosana, a UMP Mbombela student, UMP Mbombela Football player from 2017, the Mbombela Captain from 2018 to date shared her experiences as a woman football player and encouraged other female students to participate in sport.	Nil
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On 17 August 2020 –
Ms Trinity Silolo, UMP
Siyabuswa student,
UMP Siyabuswa
Netball player from
2018 to date, Captain
of the Siyabuswa
Netball team and a
Resident Student
Assistant in 2020, also
encouraged students
to participate in sport
and keep physically fit.

The Following
interviews were done
as part of Women
Crush Wednesday and
conducted on the UMP
Sports and Recreation
Instagram Page:

On 5 August 2020, Ms
Nokukhanya Shongwe
– UMP Graduate, 2019
Sports Woman of the
Year, UMP Netball
player 2016-2019,
Nkangala Netball
Senior Spar Champs
Team Player in 2019.

On 12 August 2020,
Ms Faith Motau –
NWU Graduate, NWU
Netball, Dr Kenneth
Kaunda Netball, NWU
Netball, NW Flames
Netball, MP Sunbirds
Netball, Limpopo
Baobabs Netball, SA
Netball.

On 19 August 2020,
Ms Sikholiwe Mdletshe
– UFS Graduate, FS
Craniums, Mangaung
Netball, UFS Netball,
SA u21 Netball, SA
Students Netball.

				On 26 August 2020, Ms Zinhle Ndawonde-DUT Graduate; KZN Rugby 7's and 15's, SA Women's U20, SA Senior Women's 7's and 15's and also Vice-Captain of the teams, 2018 Commonwealth Games, 2018 Rugby 7's World Cup player. The Manager: Sports and Recreation participated in the 2020 USSA AGM that was held via Microsoft Teams on 8 October 2020. Sport and Recreation Committee held a meeting 10 November 2020 to discuss E-Sport activities for 2021 due to COVID-19.	
5.7	Promote coherent and active student societies.	31 October	5 new student societies established during the year	Achieved The Student Development Officers introduced and promoted the student societies to all 1st year students during the Orientation Week held from 4 to 7 February 2020. The UMP Environmental Society was established in March 2020 with the aim of engaging students on environmental challenges and issues within the University.	Nil

The UMP Book Club Society was established in April 2020 with the aim of promoting and advancing reading. The Woman of Character Student Society was established in July 2020 with the purpose of spiritually uplifting and building a young lady's character to withstand the hardships faced by young women in this era.

The Mbombela Student development Officer established the Brother's Keeper Student Society aimed at supporting other students during the month of September 2020.

Another Student Society, the Women of Character, was also established by the Mbombela Student Development Officer in September 2020. This Student Society seeks to provide a platform for female students to promote their personal development.

	31 October	3 meetings/events held by student society	Achieved The Pre-link Student Society held a valentines market day where they celebrated the day by selling some gifts, delivering some love messages and balloons to students on 14 February 2020. Religious Societies held a plenary meeting for the 2020 academic year on 21 February 2020. Inkanyezi Society held a meeting on 24 February 2020 to welcome new members and also plan for the current year. The Mbombela Debate Society held a live session on Facebook on 26 June 2020 on the topic: Removal of apartheid and colonial statues, symbols, and renaming of buildings in South Africa.” The Sisterhood Student Society commenced with discussion of 3 #tag slogans, namely, #Enough is enough, #Stop killing us and #Silence is compliance via the social media platforms on 26 June 2020.	Nil
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			On 31 July 2020 the Debate Society hosted a session, "Has South Africa surrendered its sovereignty to the IMF?" Mr Takunda Mathathu, a lecturer at UMP, was the guest speaker. The session was live on Facebook. On 7 August 2020 the Debate Society hosted a Woman's Day public lecture, on "The transformation of the role of women in leadership". The two panellists were Dr Nonzwakazi Maqubela, a Senior Lecturer at UMP and Ms Putsiso Lethiba, a Political Activist and Entrepreneur. On 21 August 2020: Woman of Character Student Society hosted a WhatsApp Talk show on "How can you stand your ground as a woman in this generation." On 11 September 2020 the Debate Society hosted a session on Facebook under the theme: "Racism in South Africa: I can't breathe".	
	Quarterly	Quarterly reports on activities of student societies.	Achieved Quarterly reports on the events/activities of the Student Societies were submitted were submitted to the DoS.	Nil

5.8	Stimulate and sponsor personal development programmes for students.	31 October	15 student development programmes per year	Achieved The Mpumalanga Department of Social Development presented a substance abuse awareness session for the first year students during the orientation week from 4 to 7 February 2020. A leadership programme for mentors was held on 22 February 2020 facilitated by the Academic Development Professional. Planning for the training programme for the development of women student leaders was concluded in March 2020. The Siyabuswa Campus held a financial literacy training for first year students on 8 February 2020 and was facilitated by First National Bank. A basic computer literacy or End user computer training for first year students took place on 9 March 2020 at the Siyabuswa Campus and facilitated by the student mentors.	Nil
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The University held a Secretaries workshop on 19 August 2020 for the Secretaries of Student Societies and Student Leadership Committees. The session was facilitated by Ms Cynthia Moshaba, a UMP staff member.

On 24 August 2020 Student Development held a session on Effective Communication which was facilitated by Mr T Nkomo, a UMP staff member.

On 26 August 2020 the University hosted a Financial education session on “Consumer Finance Awareness Education” facilitated by Mr Butana Cele from Heart Lines Organization.

Student Development at the Mbombela participated in the development of the “@ home support study guide /booklet” to assist students with studying at home. The electronic booklet was circulated to students in August 2020.

Time Management training was held on 17 September at the Mbombela Campus, facilitated by the Academic Development Officer.

				On 6 October 2020 the Peer Educators and some student volunteers attended a Webinar session on “Peer educator champions training” facilitated by Higher Health. A Virtual Round Table Discussion on Mental Health was held on 21 October 2020. Gender Based Violence Dialogue: Breaking the silence against GBV in institutions of higher learning, was held on 10 November 2020. A lecture for 1st year students with on “Navigating University Life” was held on 23 November 2020. A Digital Literacy Training was held on 25 and 26 November 2020.	
5.9	Promote and support student life events.	31 December	5 student life events held per Campus	Achieved The Siyabuswa Campus House Wardens inspected and prepared rooms for the return of students from the 5 to 10 January 2020. The House Committee general meeting was held in Mbombela Campus on 24 February 2020, to clarify residence rules and regulations, maintenance reporting system and activities plan for 2020.	Nil

				Residence monthly room listings were circulated on 2 March 2020 in Siyabuswa, to keep track of students in the residences in case of de-registrations and any other reasons students may have left residences. On 30 July 2020 Student Housing, in conjunction with the Security Managers, conducted an Access Control during COVID-19 Workshop at the Mbombela Campus under strict observance of the COVID-19 protocols. The Siyabuswa campus Peer Educators held a Ladies' Talk session on 20 November 2020.	
		31 December	Quarterly reports on student life events submitted to the DoS.	Achieved Quarterly reports on the student life events/activities were submitted to the DoS.	Nil
5.10	Promote healthy living and practices for students.	31 December	Conduct 10 counselling group sessions for students.	Achieved The Student Counsellor participated in the Orientation Programme for the new students in both Campuses during the week on 4 to 7 February 2020. She introduced the services and support available for students from the Counselling Unit.	Nil

The Student Counsellor conducted 3 psycho-educational sessions on 6, 9, and 10 February 2020 dealing with symptoms related to anxiety and depression that might be triggered by the COVID-19 pandemic.

The Student Counsellor facilitated 3 support groups on 11 August 2020, 19 August 2020 and 24 August 2020, for students placed in self-isolation after being diagnosed with COVID-19.

The Student Counsellor facilitated 1 depression and anxiety group therapy on 17 August 2020.

The Student Counsellor participated in a Women's Day seminar on 28 August 2020 hosted by the Peer Educators via Zoom talking about building self-esteem.

The Student Counsellor and Peer Educators hosted a suicide prevention awareness campaign on 28 September 2020 at the Mbombela Campus under strict observance of the COVID-19 protocols.

			Student Counselling hosted a mental health awareness campaign at the Mbombela Campus on 8 October 2020. The Student Counsellor co-facilitated a Peer Support Group session together with Nontokozo Nyalungu, a 3rd year student, on 27 October 2020 at the Mbombela Campus via zoom. On 3 November 2020 another session for the Peer Support Group was held at the Mbombela Campus and was co-facilitated by Ntokozo Nyalungu and the Student Counsellor. The session was held via zoom. The Student Counselling hosted an exam preparations and study skills for students at UMP on 24 November 2020.	
	Quarterly	Quarterly reports on counselling services submitted to the DoS.	Achieved Quarterly reports on counselling services were submitted to the DoS by the Student Counsellor.	Nil

	31 October	Conduct 5 primary health awareness sessions for students.	Achieved The Campus Nurse raised awareness on the COVID-19 pandemic during the orientation week for first year students on 5 February 2020 at the Mbombela Campus and on 7 February 2020 at the Siyabuswa Campus. The Mbombela Campus held an HIV Campaign on 4 March 2020 during the launch of the UMP Gender Forum. A First Things First activation campaign was conducted at the Mbombela Campus on 05 March 2020. The Mbombela Campus held a health and wellness Day on 5 March where different stakeholders, namely, Malaria prevention & Control, Oral Health, DSD for disability awareness, Dignity foundation for trafficking in person, Lifeline for counselling, HPCA & IHPS for HIV testing, DOH for TB screening & testing, Right to care for Voluntary medical male circumcision, Greater rape intervention program for rape cases, rendered their services.	Nil
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On 25 March 2020, the Campus Nurse held an information sharing session with the security personnel for both Siyabuswa and Mbombela Campuses on the safe handling of waste during the COVID-19 pandemic.

The Campus Nurse organised an awareness session on COVID-19 facilitated by Higher Health on 3 June 2020 for the Task Team to support students and staff.

A meeting was held with the Department of Health (DoH) on 11 June 2020 on the UMP/DoH partnership on the management of COVID-19 on Campus.

On 16 June 2020 the UMP and the DoH had a walk-about at the Mbombela Campus in preparation for return of students to the Campus on 29 June 2020.

The University partnered with the Institute for Health Programs and Systems (IHPS) for the screening of staff and students on 29 June 2020.

The University partnered with the Institute for Health Programs and Systems (IHPS) for the screening of staff and students on 29 June 2020.

The Campus Nurse held a meeting with the Peer Educators on 2 July 2020 to discuss readiness on Peer Educators' role during the Covid-19 pandemic period in preparation for the phased return of students.

On 28 August 2020, the Clinic and the Peer Educators held an awareness on Skin Care & general fitness.

On 9 September the Clinic and the Peer Educators hosted a Condom Awareness Day at the Mbombela Campus under strict observance of the COVID-19 protocols.

The Campus Nurse hosted a webinar with Higher Health on updated COVID-19 Guidelines & Protocols. The webinar was held on 10 September 2020.

On 11 September 2020 the Campus Nurse hosted a zoom session on sexual health & STI prevention.

On 14 September 2020, the Campus Nurse facilitated the UMP COVID-19 Task Team meeting to review compliance on the existing guidelines, protocols & areas of improvement.

				On 8 October 2020, a comprehensive health awareness campaign was held at Mbombela Campus including the highlight of breast cancer month. The Mbombela Campus Clinic held HIV/AIDS Counselling and Testing (HCT) campaigns to UMP students on 2, 16, 23 & 30 November 2020. The Clinic and the Peer Educators held HIV/AIDS awareness campaign in the residences during the months of October and November 2020 in preparation for the World Aids Day commemoration on 3 December 2020.	
		Monthly	Monthly reports on services rendered by the Campus Clinic.	Achieved Monthly reports were submitted to the Dean of Students by the Campus Nurse.	Nil
5.11	Ensure the promotion and support for students with disabilities.	31 December	Provide support to students with disabilities.	Achieved Students living with disabilities studying at UMP were engaged and identified and a list compiled. A report on the review of the support provided to students with disabilities was compiled by the Student Development Officer.	Nil

5.12	Support students staying in accredited private accommodation to experience a holistic academic environment.	31 October	Conduct 3 advocacy workshops on disabilities in both Campuses.	Achieved The Provincial Department of Social Development's Disability Unit participated during the wellness day held on 5 March 2020 at the Mbombela Campus and provided the advocacy for people living with disability. On 10 September 2020 Student development hosted a Myasthenia Gravis and Duchene Muscular Dystrophy online session for students. Posters with information on different kinds of disabilities were posted in the common and social spaces at the Mbombela Campus during the month of November 2020.	Nil
		31 December	Accredit a minimum of 5 new private accommodation facilities.	Achieved The Accreditation Inspection Team visited 45 new properties in the first quarter of 2020. Student Housing received and processed 10 new applications for accreditation in Q4.	Nil
		31 October	Conduct 1 assessment of the accredited private accommodation facilities.	Achieved 70 accredited properties were visited for assessment in January/ February 2020.	Nil

On 21 May 2020, letters were sent to all Accredited Private Accommodation service providers requesting their Covid-19 readiness plans.

Covid-19 readiness plans were submitted by Accredited Private Accommodation service providers during the month of June 2020.

The Inspection Team visited 51 Accredited Private Accommodation facilities that were to receive back the first group of students to return to the University under Level 3 of the National Lockdown. The inspection took place from 17 until 27 June 2020.

The Inspection Team conducted its annual inspections of accredited properties from 10 to 29 September 2020, where they visited 122 properties.

The Inspection Team visited and assessed 15 properties carrying 178 beds between 13, and 15 October 2020.

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 A student from the Mbombela Campus, Nothando Mkhathshwa from Inkanyezi Student Society participated during the Africa Day on 25 May 2020 by sharing a video clip poem on "I am an African". Laura Ziyane a student from the Siyabuswa Campus shared her insight on "African healing".	Nil
		31 October	Students attendance and participation in the Archbishop Thabo Makgoba Development Trust (ATMDT) annual lecture.	Achieved 5 final year students participated in the 2020 ATMDT Annual Lecture Essay Competition. Mr Mongezi Dladla, a final year student from Siyabuswa Campus won the 2020 ATMDT Annual Lecture Essay Competition. The Annual lecture was held on 26 November 2020.	Nil
5.14	Promote living and learning activities and programmes in the University.	31 October	5 Living and Learning activities/ programmes held during the year in both Campuses.	Achieved On the 29 and 30 June 2020 the first group of qualifying students returned to the Mbombela residences under Level 3 of the National Lockdown and they were provided with the UMP Plan on the management of COVID-19.	Nil

An audio and Residence Rules on Covid-19 were circulated to the group of students who returned to residences on the 29 and 30 June 2020.

An audio and Residence Rules on COVID-19 were circulated to students who returned under Level 2 in September 2020.

On 14 August 2020, Student Housing organized and conducted a Virtual Music Trivia event to entertain students in the Mbombela Campus residences.

The Annual Men and Women Empowerment seminar was conducted with great success via Zoom platform on the 18 September 2020 to students.

The Annual Men and Women Empowerment seminar was conducted with great success via Zoom platform on the 18 September 2020 to students.

Student Housing conducted a Virtual Trafficking in Persons (TiP) workshop on 7 October 2020 for the Siyabuswa students to promote safety in the residences.

				On 19 November 2020, Student Housing in Mbombela Campus conducted a Virtual Trafficking in Persons (TiP) workshop for the Mbombela Campus students.	
		Quarterly	Reports on Living and Learning activities/ programmes.	Achieved Reports on the living and learning activities/ events were submitted to the DoS as part of the quarterly APP reports.	Nil
5.15	Promote the use of shared/ common spaces for social and academic purposes.	31 December	3 meetings/events held in shared/ common spaces per Campus promoting social dialogues.	Achieved Students participated in the Launch of the UMP Gender Forum that took place on 4 March 2020 at the Mbombela Campus. On 16 June 2020 members of the CRCs, Leaders of student political structures attended a zoom lecture facilitated by Dr BK Sebake on the theme "Youth Power: Growing South Africa together in the period of Covid-19". Student Housing created a virtual social space in Q3 for continuous communication and activities for students in the residences during this COVID-19 period.	Nil

5.16	Encourage community engagement and support initiatives by students.	31 October	5 community engagement projects undertaken by students through the societies.	Achieved ENACTUS: UMP continued with its community outreach projects. On 13 March 2020 they visited the Hlayisani Centre of Hope in Ngodini and constructed the wooden portable vegetable garden. ENACTUS: UMP continued with its community outreach projects. On 22-24 June 2020 The ENACTUS Coordinator and the Assistant Coordinator visited some Centres where ENACTUS: UMP is involved. The UMP ENACTUS Team participated in this year's ENACTUS Virtual Competition held on Wednesday, 15 and Thursday, 16 July 2020. UMP students participated in the 2020 Entrepreneurship Development in Higher Education (EDHE). The Regional Competition took place from Monday, 3 to Thursday, 6 August 2020. The Competition was held on virtual platforms due to the prevailing COVID-19 National Regulations. 2 students won in this Competition.	Nil
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			The University held the Entrepreneurship Development in Higher Education (EDHE) SEW Business Pitch Competition on 6 November 2020 to select the business projects that will represent UMP in the 2021 EDHE Regional and National competitions. Two UMP students participated in the 2020 EDHE Intervarsity National Competition that took place on 27 November 2020 in Johannesburg.	
	31 July	Students participation in the Mandela Day event(s) in both Campuses.	Achieved On 17 July 2020 the Debate Society hosted Mandela Day session on Facebook live streaming view. Professor Zwelethu Jolobe was the guest speaker.	Nil

ACTIVITY AREA 6: ENGAGEMENT AND PARTNERSHIPS

GOAL1: PROMOTE, ENGAGEMENT FOR PUBLIC GOOD

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
6.1	Promote opportunities for engagement with external stakeholders.	30 November	Participate in 1 engagement project with the Ehlanzeni District Municipality.	Achieved UMP was involved in 3 farm assessments (Ngugwane Farm, Nkabo Water Technologies and CSK Agricultural Co-op) in the Ehlanzeni District Municipality and facilitated the compilation of production plans for the farms.	Nil
		31 December	Implement 1 Urban farming project with the City of Mbombela to address food security.	Not Achieved Discussions are underway to finalize the draft MoU for the project to commence.	50% Delay with the signing of MoU due to COVID-19.
		31 December	Develop 4 new Short Learning Programmes.	Achieved The following Short Learning Programmes were developed: 2 x Cyber-Security SLPs Foundations of Farm Management and; Agri-business Management in collaboration with the Henley Business School. Records Management	Nil
6.2	Promote Social awareness and responsible citizenship among staff and students.	30 November	Implement 1 Engaged Citizenship programme at UMP as part of Mandela Day.	Achieved The following agricultural activities were performed as part of Mandela Day:	Nil

				Planting of trees at John Mdhuli and Cyril Clark Schools and donation of vegetables to Phumlani senior citizens.	
		30 November	Implement 1 responsible citizenship programme for staff and students in collaboration with ENACTUS.	Achieved ENACTUS UMP's Project Hatching Hope was implemented as part of the responsible citizenship programme involving students and staff.	
6.3	Promote and advance public intellectual engagement.	30 June	Celebrate Africa Day.	Achieved Africa Day was celebrated virtually on 25 May 2020.	Nil
		31 December	Host four public lectures.	Achieved The following public lectures were presented in 2020 by: Prof Angelina Yee Seow Voon on 30 January 2020 on "Commercialisation Pathways : How to translate research outcomes to commercial". Prof Chong Lee on 30 January 2020 on "Impact of Industrial Revolution 4.0 on future jobs". Prof Avni Shah on 18 February 2020 on "Behavioural Insights: Inclusion by Design". Prof Sipho Seepe virtually on 30 September 2020 on "Developing and maintaining an institutional culture that is person-centred during a pandemic".	Nil

			Prof Gordon Zide on 26 November 2020 on “ Providing Ethical Leadership in a Disrupted Society: Quo Vadis South Africa” as part of the Archbishop Thabo Makgoba Development Trust Annual Lecture on Ethical and Moral leadership.
	30 November	Host one internal workshop to improve the employability of the final year students.	Achieved Virtual workshop on employability was held for final year students on 17 June 2020.
	30 September	Host a career expo to bring the students in contact with the industry and world of work.	Achieved Two videos on the Career Expo were recorded on 28 -29 September 2020 and presented virtually. The first video was released on 21 October 2020 for final year Agriculture students. The second video was released on 22 October 2020 for final year students specializing in Hospitality Management, Nature Conservation and Education.

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	Establish a partnership with one TVET college.	Achieved Established a working relationship with the Gert Sibande TVET, Perdekop Campus to assist them with their agricultural curriculum and the incorporation of rainwater harvesting practices.	Nil
		31 December	Establish two new partnerships with key stakeholders.	Achieved A partnership was established with Timbali Incubation Technology and the MoU was signed on 5 October 2020. An Mou was signed with the Henley Business School on 30 September 2020.	Nil
6.5	Promote and sustain the participation of staff and students in internationalization and international partnership activities.	30 November	Establish partnership with one international higher education institution.	Achieved MoU signed with University of Nairobi on 18 March 2020. MoU was signed with Harper Adams University on 9 December 2020. MoU signed with Baden-Wuerttemberg Cooperative State University, Loerrach, Germany on 21 December 2020.	Nil

6.6	Foster and sustain partnerships with Alumni.	31 December	Launch an Alumni Chapter in Gauteng.	Achieved The Alumni Chapter was launched in Gauteng on 21 November 2020.	Nil
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Goal 3: Promote and sustain the recognition of engagement as one of the core missions of UMP

6.7	Promote the integration of engagement, research, scholarship, teaching and learning.	30 November	Conduct one engaged research project on responsible citizenship in collaboration with ENACTUS.	Achieved The election of the An engaged research project was conducted as part of ENACTUS UMP's Project Re-fuel.	Nil
6.8	Recognising and reward engagement at all levels of the institution.	30 November	Reward Excellence in Engagement by awarding an Engagement Excellence Award.	Achieved The 2020 Research and Engagement Excellence selection meeting was held on 18 November 2020. The Engagement Excellence Award Ceremony was held on 17 December and the Engagement Excellence Award was awarded to Dr Maqubela and the Emerging Engagement Excellence Award was awarded to Mr Kilani.	Nil

ACTIVITY AREA 7: FINANCE

GOAL1: TO ESTABLISH UMP'S FINANCIAL SUSTAINABILITY AND SOUND FINANCIAL MANAGEMENT AND CONTROL

Performance Objective	Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
7.1 Identify initiatives to support the institutional strategic priorities and goals in a sustainable manner.	31 December	Conduct a workshop with eMANCO to identify initiatives using the 2021 APP to support the strategic priorities.	Achieved An EMANCO workshop was held on 18 August 2020. to identify initiatives using the 2021 APP to support strategic priorities.	Nil
	31 December	The initiatives identified should be considered for priority when preparing the budget for 2021.	Achieved The strategic initiative allocation model was developed within the Budget Guidelines for identified strategic initiatives. The identified initiatives were considered when allocating the 2021 budget based on the approved budget guidelines.	50% Nil
7.2 Determine income streams and cost implications.	31 December	Finance to assist staff in developing financial sustainable business plans for all identified income opportunities of third-stream income.	Achieved Finance has developed and circulated a business plan template used in developing a financial sustainable business plan for identified income opportunities of third-stream income.	Nil

		31 December	Review new business plans for financial sustainability.	Achieved Finance has reviewed the following business plans: UMP Branded Shop Hotel and Catering Farmer training project under the Continued Education short learning programme	Nil
7.3	Implement model to prioritise identified strategic initiatives and promote strategic-aligned resource allocation at all levels.	31 December	Allocate resources in the 2021 budget according to the identified strategic initiatives.	Achieved A 2021 budget allocation was allocated based on identified strategic initiatives following the approved Budget Guidelines.	Nil

Goal 2: Develop a diverse range of income streams

7.4	Optimise student fees and subsidy income.	31 January	Implement the 2020 fee structure that was approved by Council during December 2019.	Achieved The 2020 tuition and residence fees were implemented on ITS as approved by Council on 29 November 2019 based on the DHET Ministerial approved increments.	Nil
		31 December	Prepare and submit the 2021 proposed fees for Tuition and Accommodation for approval by Council at the last Council meeting for 2020.	Achieved 2021 tuition and residence fees as per Ministerial approved increments was approved by Council on 26 November 2020.	Nil
		30 September	Prepare and discuss with DHET the 2021 budget based on inflationary and growth rates.	Achieved 2021 budget based on inflationary and growth rates has been submitted and discussed with DHET.	Nil

7.5	Identify and secure more robust alternative revenue streams.	31 August	Schedule a workshop with E-MANCO to identify additional third-stream income opportunities.	Achieved An EMANCO workshop was held on 18 August 2020 to identify additional third-stream income opportunities, resulting in an approved Third-Stream Income Strategy.	Nil
7.6	Mobilise relevant role-players for fundraising.	30 November	Develop a fundraising policy.	Achieved The Fundraising Policy was developed and submitted to MANCO for consideration on 20 November 2020.	Nil

Goal 3: Ensure efficient utilisation of assets and resources

7.7	Develop a coherent approach to budget settings, reducing overheads and promote a proactive approach to value for money.	30 September	To complete the 2021 budget for submission and discussion with DHET. The budget to take into account growth and inflationary rates.	Achieved 2021 budget that takes into account growth and inflationary rates was submitted to DHET on 17 September 2020 and discussed on 18 November 2020 after two postponements of the initial meeting by DHET,	Nil
		31 December Quarterly	Prepare quarterly management accounts to be presented to ARIGC, GFIC, DHET and Council.	Achieved Quarterly Management Accounts were submitted to ARIGC, GFIC, DHET and at Council.	Nil
		31 December	Submit the 2021 budget for review and recommendation by GFIC, ARIGC and EXCO, for approval by Council.	Achieved A 2021 budget was submitted for review and recommendation by GFIC, ARIGC and EXCO, and approved by Council on 26 November 2020.	Nil

		31 December	Operationalise budget functionality system of ITS.	Achieved The ITS budget module was setup and COVID-19 budget loaded to operationalise and test the budget module capabilities and functionalities.	Nil
7.8	Develop sound financial systems, controls and reporting measures.	31 December Monthly	All reconciliations to be performed before month end close. Month end close to be done within a day of month end.	Achieved All reconciliations were performed before month end close. Month end closure was done within a day of month end.	Nil
		31 December Quarterly	Preparation of quarterly Management Accounts for submission to ARIGC, GFIC, EXCO and Council.	Achieved Quarterly Management Accounts were submitted to ARIGC, GFIC, EXCO and at Council.	Nil
		30 September	Revise / Develop two (2) financial Policies during the year.	Achieved Revised Petty Cash Policy was approved by Council on 26 March 2020. Revised Supply Chain Management Policy was approved by Council on 26 November 2020. Assets (Property Plant and Equipment) Management policy developed and submitted to MANCO on 14 December 2020.	Nil
7.9	Develop appropriate procedure and tender processes.	30 September	Implementation of online Supplier Database Management system.	Achieved The online supplier database has been implemented on ITS as of February 2020 and continuously updated as new suppliers are approved for payment.	Nil

	30 September	Implementation of the online requisition and Purchase order system.	Not Achieved Implementation of online purchase requisition and purchase order system has commenced: Quotation obtained from Adapt IT. The system requirements document completed Delegation of authority templated completed.	25% It was delayed due to ITS system upgrade from ITS version 3 to Integrator 4.1. The system implementation is planned to be completed by 30 June 2020.
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ACTIVITY AREA 8: HUMAN RESOURCES

GOAL1: CREATE AND SUSTAIN AN AFFIRMING INSTITUTIONAL CULTURE FOR ALL STAFF

Performance Objective		Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
8.1	Develop an institutional culture that is diverse, customer centric, empowering and inclusive.	30 November	Conduct Two (2) Induction Programmes for new staff at both campuses.	Achieved Induction sessions were held remotely for the first semester due to the National Lockdown. An in person Induction was held on 13 November 2020 for new employees for both campuses.	Nil
		30 November	Conduct two (2) Diversity Management workshops for both campuses.	Achieved Values Inculcation workshops were held as follows: 15 & 17 July 2020 (Students Services) 21 & 22 July 2020 (HR) 03 & 04 September 2020 (Library Services) 21 & 22 September 2020 (ICT Services) 13 October 2020 School of (Maths and Computer Sciences) 14 October 2020 (Registrar's Office) 17 November 2020 (School of Biological and Environmental Sciences) 18 November 2020 (School of Agricultural Sciences)	Nil

		30 November	Conduct a Capacity building workshop for organised labour in order to promote engagement or effective conflict resolution.	Achieved Workshops were provided for NTEU and NEHAWU Branch Executive Committee members on the 21st and 22nd September 2020.	Nil
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Goal 2: Attract, develop and retain talented UMP staff

8.2	Develop a recruitment model that will attract talent and potential to the institution.	31 December	Develop and implement a Talent Management Strategy.	Achieved A Talent Management Strategy has been developed. The mitigation to an integrated Talent Management Strategy has commenced, with the implementation of workflows and frameworks to support this.	Nil
8.3	Develop a retention strategy for exceptional performing staff.	31 December	Submission of the UMP Workplace Skills Plan (WSP) to Department of labour and employment.	Achieved The WSP and ATR was submitted to the Department of Labour and Employment on 31 May 2020.	Nil
8.4	Develop and facilitate a career advancement and staff development programme.	31 December	Conduct 2 Leadership & Management Development interventions to P5-8 levels.	Achieved UMP employees at PL 5 to 8 participated in Leadership and Management Development Interventions by way of programmes. These included: 1. HELM (Women in Leadership Programme) one delegate participated 1 September 2020 to 31 March 2021.	Nil

		31 December	Conduct 2 workshops on Appreciative Inquiry.	2. HERS SA (The programme was cancelled due to the National Lockdown). 3. Future Professors Programme: 1 Participant. Achieved Values Inculcation Workshops, with a strong focus on appreciate inquiry Workshops were held on the following dates: 15, 17, 21 & 22 July 2020; 03, 04, 21 & 22 September 2020; 13 and 14 October 2020; 17 and 18 November 2020.	Nil
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Goal 3: Facilitate employee Wellness programme that will benefit all staff

8.5	Develop a Wellness Programme that will motivate staff and enhance performance.	31 December	Compile the Wellness Calender 2020, which will include 1 intervention per quarter, Wellness Day events for both campuses.	Achieved A Wellness Calender was compiled for UMP. Wellness events were held as follows: Blood Drive 18 November 2020 - Mental Health Awareness Month (October) - Trauma Counselling for 11 staff members 19 August 2020 - Medical Aid Presentations were held on: 19 November 2020 (Siyabuswa Campus) 23 November 2020 (Mbombela Campus)	Nil
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		31 December	Conduct a workshop on Financial Wellness for staff.	Achieved Financial Wellness Workshops with a focus on Financial Literacy and Retirement Planning were held on: 19 and 23 November 2020 for Siyabuswa and Mbombela campuses respectively. The service provider was Alexander Forbes.	Nil
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Goal 4: Ensure effective and efficient HR systems and processes

8.6	Develop user friendly HR systems and processes.	31 December	Develop the E-Recruitment Framework.	Achieved An E-Recruitment Framework has been developed. Workflows and Standard Operating Procedures have accordingly been developed.	Nil
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ANNEXURE 2



LIST OF POLICIES APPROVED BY COUNCIL IN 2020

1. Policy for Honours Degrees and Postgraduate Diplomas
- 2 Policy for Advanced Diplomas
- 3 Sexual Orientation Policy
- 4 Policy on Research publications
- 5 Cyber Security Policy
- 6 ICT Incident Management Policy
- 7 Whistleblowing policy
- 8 Policy for the Development and Revision of Policies
- 9 Quality Assurance and Enhancement Policy
- 10 Policy for Professorial Inaugural Lectures

REVISED POLICIES

1. Student Housing Policy
- 2 Admissions Policy
- 3 Personal Promotion Policy
- 4 Supply Chain Management Policy
- 5 Disciplinary Code of Conduct for Staff

In a region thirsty for learning, UMP assumes a leadership
Role in providing 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 for 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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MPUMALANGA

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