



# 2021 | 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, Science and Innovation for the Year Ending 31 December 2021**

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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**

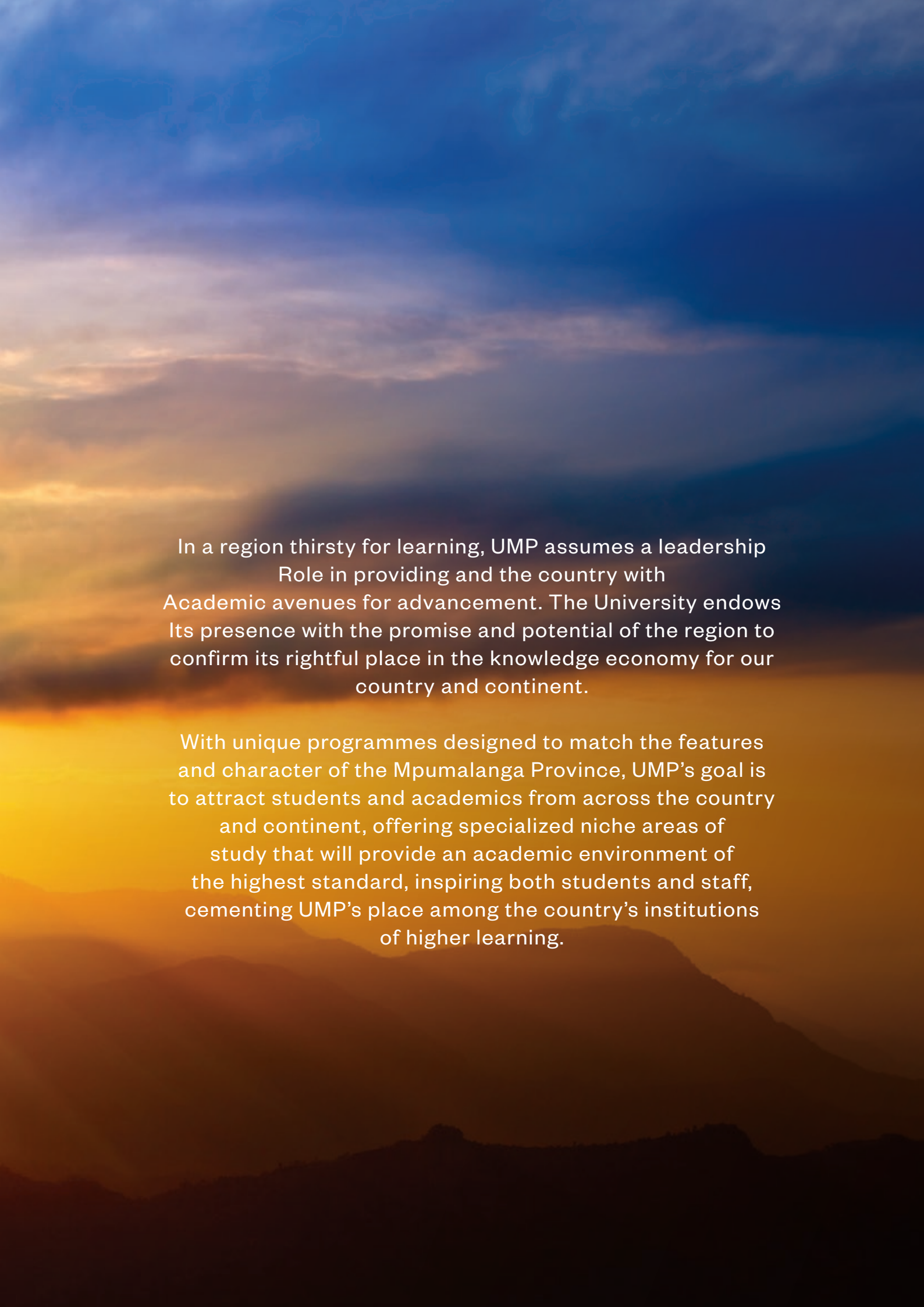
To be an African University leading in creating opportunities for sustainable development through innovation.

### **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.

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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.

# CONTENTS

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<b>LIST OF TABLES</b>	<b>V</b>
<b>LIST OF FIGURES</b>	<b>VI</b>
<b>LIST OF ABBREVIATIONS</b>	<b>VII</b>
<b>1. INTRODUCTION</b>	<b>1</b>
<b>2. 2021 PERFORMANCE ASSESSMENT REPORT</b>	<b>4</b>
2.1 Introduction	4
2.2 Performance Assessment against the Annual Performance Plan (Internal)	4
2.3 Performance against Predetermined Objectives as Specified by DHET	8
2.4 Conclusion	22
<b>3. REPORT OF THE CHAIRPERSON OF COUNCIL</b>	<b>23</b>
3.1 Introduction	24
3.2 Governance	24
3.3 Governance of Risk	25
3.4 Compliance with Laws, Codes, Rules and Standards	27
3.5 Governance of Information Communication Technology	27
3.5.1. <i>ICT Governance of Risk</i>	28
3.5.2. <i>ICT Developments at Both Campuses</i>	28
3.5.3. <i>ICT Infrastructure Investment</i>	30
3.6 Strategic Leadership/Management	30
3.7 Assessment of Institutional Performance per the Annual Performance Plan	31
3.8 Conclusion	31
<b>4. COUNCIL STATEMENT ON GOVERNANCE</b>	<b>33</b>
4.1 Council	34
4.2 Committees of Council	37
4.3 Statement on Conflict Management	44
4.4 Statement on Worker and Students Participation (Co-Operative Governance)	44
4.4.1. <i>Statement on Worker Participation</i>	44
4.4.2. <i>Statement on Student participation</i>	46
4.5 Statement on Code of Ethics	47
<b>5. COUNCIL STATEMENT ON SUSTAINABILITY</b>	<b>49</b>
5.1 Introduction	49
5.2 Empowerment Targets	49
5.3 Empowerment Targets Employment Breakdown	53
5.4 Training of Students	51

5.4.1. BIP0004: Bulk Infrastructure Electricity – Construction of the 20Mva Substation	51
5.5.1. BIP0004: Bulk Infrastructure Electricity – Construction of the 20Mva Substation	54
<b>6. CAMPUS DEVELOPMENT</b>	<b>60</b>
6.1 Introduction	60
6.2 Town Planning	62
6.3 Building and Infrastructure Development	63
6.3 2019 Projects Completed 2021	65
6.4.2. NBP0021 Academic & Archive Building	66
6.4.3. NBP0022 Irrigation Laboratory	66
6.4.4. NBP0023A Facilities and Infrastructure Management Building	68
6.5 2020 Projects Completed 2021	69
6.5.1. NBP0031 South Campus Drop-Off Facilities	69
6.5.2. NBP0031 Student Pavilions	70
6.5.3. NBP0015 Lower Campus Gatehouse, East Campus Gatehouse & South Campus Gatehouse	71
6.6 Academic Year 2021	72
6.6.1. NBP0023B: Facilities and Infrastructure Management Building (Former Dardla Renovation and Expansion)	72
6.6.2. NBP0026 The Great Hall	73
6.6.3. NBP0024 Orchard Campus Academic Building 01: Law Building	74
6.6.4. NBP0025 Orchard Campus Academic Building 02: Nature Conservation	76
6.6.5. NBP0037 Orchard Campus Central Service Building	77
6.7 Bulk and Site Infrastructure	77
6.7.1. Site Infrastructure	77
6.7.2. Dams and Impoundments on the Mbombela Campus	77
6.7.3. Electrical Infrastructure on the South Campus	77
6.7.4. Chiller Plant Services on the Lower Campus	77
6.7.5. Bulk Infrastructure	77
<b>7. SENATE REPORT TO COUNCIL</b>	<b>80</b>
7.1 Introduction	80
7.2 Higher Education Sector Matters	80
7.3 Senate Membership and Attendance	81
7.4 The Executive Committee Senate (ECS)	83
7.5 Academic Planning and Development of the Programme Qualification Mix	84
7.6 Teaching and Learning Policy Framework	86
7.7 University Capacity Development Programme	86
7.8 Admissions	87
7.9 Analysis of Student Academic Performance in 2021	89
7.10 Academic Staffing	90
7.10.1. Academic Staff Qualifications	90
7.11 Graduation Ceremony	92
7.12 Academic Support and Staff Development	94

7.13	Recognition of Academic Excellence in Students	95
7.14	Student Academic Development	96
7.15	Research and Knowledge Generation	97
7.16	Research Training and Development	98
7.17	Research Excellence Awards	99
7.18	NRF Funding and Rating of Researchers	99
7.19	Resource Mobilization	100
7.20	Research Outputs	100
7.21	Postdoctoral and Research Fellowships	100
7.22	Partnerships	101
7.23	Public Lectures and Guest Seminars	102
7.24	Library and Information Services	103
	7.24.1. Broadening Access to Content	105
	7.24.2. Teaching and Learning Support - User Education & Training	106
7.25	Conclusion	108
<b>8.</b>	<b>REPORT OF THE INSTITUTIONAL FORUM TO COUNCIL FOR THE YEAR ENDED 31 DECEMBER 2021</b>	<b>109</b>
8.1	Introduction	110
8.2	Composition and Attendance	110
8.3	Review of IF Activities for 2021	112
8.4	Conclusion	113
<b>9.</b>	<b>REPORT OF THE VICE-CHANCELLOR ON MANAGEMENT AND ADMINISTRATION</b>	<b>115</b>
9.1	Introduction	115
9.2	Principal Managerial/Administrative Achievements	115
9.3	Management Committee	115
9.4	MANCO Sub-Committees	116
9.5	Staff Induction	116
9.6	Adequacy of Staffing Levels	117
9.7	The quality of Information Available to Management	119
9.8	Safety and Security	119
	9.8.1. Maintenance, Upgrading and Renovations	119
	9.8.2. Safety and Security	120
9.9	Safety, Health and Environment	120
9.10	Student Services and Extra-Curricular Activities	121
9.11	Relationship with the University	122
9.12	Women's Month Activities	123
9.13	Employee Wellness	123
9.14	Student Health Services	125
	9.14.3. Mandela Day Celebrations	126
	9.14.4. The Archbishop Thabo Makgoba Development Trust (ATMDT) Annual Lecture	127
	9.14.5. Launch of the UMP Gauteng Alumni Chapter	127
9.15	Self-Assessment Statement of the Achievements of The Vice-Chancellor	128
9.16	Conclusion	129

<b>10. REPORT ON INTERNAL ADMINISTRATIVE/OPERATIONAL STRUCTURES AND CONTROLS</b>	<b>130</b>
<b>11. ANNUAL FINANCIAL REVIEW</b>	<b>132</b>
11.1 Governance and Controls	132
11.2 Budgeting Process	132
11.3 Higher Education Environment	132
11.4 Overview of 2021 Financial Position	132
<b>12. AUDIT, RISK AND IT GOVERNANCE COMMITTEE REPORT (ARIGC)</b>	<b>134</b>
12.1 Members of the ARIGC	134
12.2 Audit, Risk and IT Governance Committee Responsibility	134
12.3 The Effectiveness of Internal Control	135
12.4 In Year Management and Periodic Reporting	135
12.5 External Auditor	136
12.6 Annual Financial Statements (AFS)	136
12.7 Accounting Practices and Internal Control	136
12.8 Auditor's Report	137
12.9 Risk Exposure and Management Thereof	137
12.10 Information Technology	137
<b>13. REPORT ON TRANSFORMATION</b>	<b>139</b>
13.1 Introduction	139
13.2 Transformation Priorities	139
13.3 Transformation Thematic Areas	140
13.4 Student Activities	143
13.5 Conclusion	144
<b>14. FINANCIAL STATEMENTS</b>	<b>155</b>
<b>15. ANNEXURE 1</b>	<b>191</b>
List of Policies Approved by Council in 2021	191
<b>16. ANNEXURE 2</b>	<b>192</b>
Annual Performance Plan 2021	192

# LIST OF TABLES

<b>Table 1:</b>	Performance Assessment Against Ministerial Targets	6
<b>Table 2:</b>	Summary of Performance Against the 2021 APP (Internal)	8
<b>Table 3:</b>	Performance Against the Annual Performance Plan (2019-2021)	20
<b>Table 4:</b>	ICT Expenditure	30
<b>Table 5:</b>	Membership and Attendance of Council Meetings	36
<b>Table 6:</b>	Membership and Attendance of the Nominations Committee	37
<b>Table 7:</b>	Membership and Attendance of Exco	38
<b>Table 8:</b>	Membership and Attendance of Strategy Committee	39
<b>Table 9:</b>	Membership and Attendance of the Audit, Risk and IT Governance Committee	40
<b>Table 10:</b>	Membership and Attendance of the Governance, Finance, and Investment Committee	41
<b>Table 11:</b>	Membership and Attendance of the Human Resources Committee	42
<b>Table 12:</b>	Membership and Attendance of the facilities Planning and Infrastructure	43
<b>Table 13:</b>	Membership and Attendance of the Remuneration Committee	44
<b>Table 14:</b>	Projects Contributing to Empowerment Targets	49
<b>Table 15:</b>	Empowerment Achievements as at 31 December 2021	50
<b>Table 16:</b>	Construction Cost and Expenditure, SMME Participation and Expenditure	59
<b>Table 17:</b>	Membership and Attendance of Senate	81
<b>Table 18:</b>	Membership and Attendance of the Executive Committee of Senate	83
<b>Table 19:</b>	Enrolment Statistics	87
<b>Table 20:</b>	Enrolment by Major Field of Study	88
<b>Table 21:</b>	Distribution of Students by Race, Gender and Nationality	89
<b>Table 22:</b>	2021 Pass Rate	90
<b>Table 23:</b>	Distribution of Academic Staff by Qualification and Gender	90
<b>Table 24:</b>	New Generation of Academic (nGAP)	91
<b>Table 25:</b>	2021 Graduates	92
<b>Table 26:</b>	Academic Talent Stewardship Programme	93
<b>Table 27:</b>	Training Provided to Academic Staff Members in 2021	95
<b>Table 28:</b>	NRF Rated Researchers	99
<b>Table 29:</b>	Booking a Session with a Librarian	104

<b>Table 30:</b>	Proquest eBooks Usage	105
<b>Table 31:</b>	Proquest eBooks Usage 2020-2021	106
<b>Table 32:</b>	Total number of print book titles acquired	106
<b>Table 33:</b>	Students Trained per Faculty	107
<b>Table 34:</b>	Executive Committee of the Institutional Forum	111
<b>Table 35:</b>	Membership Constituency and Attendance	111
<b>Table 36:</b>	Staff Induction	111
<b>Table 37:</b>	Distribution of Staff by Category, Gender, Race, Disability and Nationality	118
<b>Table 38:</b>	Employment Wellness	124

## LIST OF FIGURES

<b>Figure 1:</b>	Average Percentage Performance (2019-2020)	21
<b>Figure 2:</b>	Yearly Performance Per Activity Area (2019-2021)	21
<b>Figure 3:</b>	5-year Implementation Plan (2020-2023)	63
<b>Figure 4:</b>	NBP0022 Perspective of the Irrigation Laboratory: Main Approach	67
<b>Figure 5:</b>	NBP0022 Perspective of the Irrigation Laboratory: Main Approach	67
<b>Figure 6:</b>	NBP0023A Infrastructure and Operations Building: Phase 01	68
<b>Figure 7:</b>	NBP0023A Infrastructure and Operations Building: Phase 01	69
<b>Figure 8:</b>	NBP0031 Schematic view of drop off building	70
<b>Figure 9:</b>	Perspective of one of the Student Pavillio's located withing the landscape of the Campus	71
<b>Figure 10:</b>	Schematic view of Teaching Venue in Annex Wing	74
<b>Figure 11:</b>	Design Development of the Future Law Building	75
<b>Figure 12:</b>	Design Development of the Future Law Building	75
<b>Figure 13:</b>	Courtyard view of the Future Law Building	76
<b>Figure 14:</b>	Design Development of the Future Conservative Building	77
<b>Figure 15:</b>	View of the Electrical Infrastructure of the 20 MVA Nels River Substation	79

# LIST OF ABBREVIATIONS

<b>APP</b>	-	Annual Performance Plan
<b>ARIGC</b>	-	Audit, Risk and ICT Governance Committee of Council
<b>ARC</b>	-	Agricultural Research Council
<b>B-BBEE</b>	-	Broad-based Black Economic Empowerment
<b>CIO</b>	-	Chief Information Officer
<b>CSU</b>	-	Charles Sturt University
<b>CPUT</b>	-	Central University of Technology
<b>CRC</b>	-	Campus Representative Council
<b>DARDLEA</b>	-	Department of Agriculture, Rural Development and Land and Environmental Affairs
<b>DHET</b>	-	Department of Higher Education and Training
<b>DSI</b>	-	Department of Science and Technology
<b>ETDPSETA</b>	-	Education Training and Development Practices Service Seta
<b>EXCO</b>	-	Executive Committee of Council
<b>FPIC</b>	-	Facilities Planning and Infrastructure Committee of Council
<b>GFIC</b>	-	Governance, Finance and Investment Committee of Council
<b>HRC</b>	-	Human Resources Committee of Council
<b>HEMIS</b>	-	Higher Education Management Information System IF – Institutional Forum
<b>ICT</b>	-	Information and Communication and Technologies
<b>ILO</b>	-	International Labour Standard
<b>ITS</b>	-	Integrated Tertiary System
<b>LLC</b>	-	Living and Learning Community
<b>MANCO</b>	-	Management Committee
<b>NC</b>	-	Nomination Committee of Council
<b>nGAP</b>	-	New Generation of Academics
<b>NRF</b>	-	National Research Foundation
<b>NSFAS</b>	-	National Student Financial Aid Scheme
<b>NU</b>	-	New University
<b>PMT</b>	-	Project Management Team
<b>PQM</b>	-	Programme Qualification Mix
<b>PSC</b>	-	Project Steering Committee
<b>RAA</b>	-	Residence Academic Advisors
<b>RC</b>	-	Research Committee
<b>REMCO</b>	-	Remuneration Committee of Council
<b>RU</b>	-	Rhodes University
<b>SC</b>	-	Strategic Committee of Council
<b>SADC</b>	-	Southern Africa Development Community
<b>SAIAB</b>	-	South African Institute for Aquatic Biodiversity
<b>SAEON</b>	-	The South African Environmental Observation Network
<b>SRC</b>	-	Student Representative Council
<b>TUT</b>	-	Tshwane University of Technology
<b>TIC</b>	-	Technical Integration Committee
<b>T&amp;L</b>	-	Teaching and Learning
<b>TLC</b>	-	Teaching and Learning Committee
<b>UCF</b>	-	University of Central Florida
<b>UCPD</b>	-	University Capacity Development
<b>UFS</b>	-	University of Free State
<b>UJ</b>	-	University of Johannesburg
<b>UM</b>	-	University of Minnesota
<b>UMP</b>	-	University of Mpumalanga
<b>UJ</b>	-	University of Johannesburg
<b>UV</b>	-	University of Venda
<b>Wits</b>	-	University of Witwatersrand
<b>WIL</b>	-	Work Integrated Learning
<b>WIOMSA</b>	-	Western Indian Ocean Marine Sciences Association

# 1. INTRODUCTION



VC & Enactus Team

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 offers programmes to students ranging from career-oriented and professional to general formative. In 2021, these programmes ranged from Diploma to Masters degrees.

The University has two campuses, the main campus in Mbombela, and the second campus in Siyabuswa, establishing it as a multi-campus institution. The Siyabuswa Campus focuses on Education qualifications and the rest of the qualifications are

offered from the Mbombela Campus. Preparations commenced in 2021 to offer the Higher Certificate in ICT at the Siyabuswa Campus in addition to offering it at the Mbombela Campus.

As a new institution, the University of Mpumalanga continued in 2021 in its developmental trajectory as informed by its Strategic Plan: Vision 2022. The implementation of the Strategic Plan was conducted through the Annual Performance Plans which was monitored on a quarterly basis by the Strategy Committee of Council. Concerted effort continued to be placed on living the values of the institution to ensure that they are embedded into the institutional culture. The 2021 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. 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 the University completing the 2021 Academic year on 31 December 2021. The two Task Teams (UMP Task Team on COVID-19 and the E-Learning Task Team) that were established in 2020 to advise Management on the institution's comprehensive response to the pandemic did a sterling job. COVID-19 Protocols continued to be strictly adhered to.

Business continuity plans were put in 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 implementation of the COVID-19 Responsiveness Grant was monitored by the Management Committee (MANCO) of the institution to ensure accountability. The Multimodal Teaching and Learning Plan assisted the University with ensuring the continuity of teaching, learning and assessment throughout the 2021 Academic Year. Staff and students were provided with the opportunity to receive training on the effective application of the online platforms. The Moodle Learning Platform was also upgraded to increase its size and effectiveness. Respondus, an online proctoring tool, was used for the online examinations which were offered for the first time in November 2021 as many operations were still operating remotely.

Throughout the year 2021, 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. The research support was provided to academics and postgraduate students. There was an increase in the research output units from journal articles published in DHET Accredited Journals in 2021.

In 2021, a total of 5401 students enrolled in 53 academic programmes. One of the important milestones in 2021 was the offering of 7 Masters programmes. This was a very

important development in the developmental trajectory of the new institution 24 new programmes were offered for the first time in 2021, 647 students ( 429 female and 219 male) graduated from 19 programmes consisting of 2 Honours Degrees, 6 Bachelor's Degrees, 7 Advanced Diplomas and 4 Diplomas. The virtual Graduation Ceremony, at which the degrees were conferred and diplomas awarded, was held on 15 July 2021.

It is encouraging to note that UMP received in 2021 accreditation for 17 new qualifications that were going to be offered for the first time in 2022. 6 staff members completed their Doctoral Degrees in 2021 and the number of NRF rated scientists increased to nine (9). 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. In addition, existing partnerships were implemented in line with the relevant Memoranda of Agreement/Understanding. 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 CRCs continued to provide exemplary leadership and assisted students to navigate the uncharted territory brought about by COVID-19. Ms Vuyelwa Magagula was elected as the first female SRC President of the University of Mpumalanga. She led with an engaging leadership style and rational thinking, and communicated a message of accountability and responsibility to all the students. Messages were also sent to the University community regularly from the Vice-Chancellor's Office motivating everyone to remain focused on their studies and their roles and responsibilities at the University. UMP students participated successfully in virtual national competitions due to COVID-19. UMP ENACTUS won six trophies from the national competition that involved 16 universities. The UMP ENACTUS Team has been successful in the national competitions since their first participation in 2017 and has won an average of five trophies per annum from 2017 – 2021.

One of the highlights in 2021 was the installation of Justice Mandisa Maya as the second Chancellor of the University of Mpumalanga on 30 November 2021. 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, Procedures and Guidelines to respond, manage and mitigate the impact of COVID-19 and to ensure business continuity.

The Annual Report provides a snapshot of the achievements of UMP during 2021.



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Prof T V Mayekiso  
Vice-Chancellor

## 2. 2021 PERFORMANCE ASSESSMENT REPORT

### 2.1. INTRODUCTION

The 2021 Performance Assessment Report is informed by the Seven Year Strategic Plan of the University of Mpumalanga, UMP Vision 2022, which was approved by Council in July 2015. Two Annual Performance Plans (APPs) were developed for the 2021 academic year. The first APP was based on the template provided by the Department of Higher Education and Training (DHET) reflecting the Ministerial Targets as per the 2022-2025 Enrolment Plans. The second APP, the APP (Internal) was informed by the Strategic Plan of the institution and reflects the eight Activity areas, goals and objectives as per the approved Strategic Plan.

The performance against the Annual Performance Plan (Internal) was monitored on a quarterly basis by the Strategy Committee of Council and by the Internal Auditors. Performance during the course of the year was satisfactory as the majority of the implementation measures were either achieved or on target. The Mid-Term Report on the Annual Performance Plan (January – June 2021) was submitted to DHET.

A detailed analysis of the University's performance in relation to the Annual Performance as at 31 December 2021 is presented in **Table 1** and **Annexure 2**.

### 2.2. PERFORMANCE AGAINST PREDETERMINED OBJECTIVES AS SPECIFIED BY DHET

The Ministerial approved targets for 2021 were divided into four sections: Access, Success, Efficiency and Research Outputs and these are briefly reported on below.

**Access:** The overall enrolment target for 2021 was 5217 and the actual enrolment was 5413, an additional 196 students and a deviation of 3.8%. The target for first time entering students was 1800 and the University enrolled 1772 new students, which was a deviation of 1.6%.

Enrolments in education were 2.3% under the target, with a total of 459 students. Enrolments in Science engineering and technology was 6.8% under target with a total of 2582 students.

Enrolments in Business/management was 1607, being 23.7% above the target of 1299. This was due to the popularity of the Bachelor of Administration which was launched in 2021 and the intake of a larger cohort of students onto the Diploma in Hospitality Management previously in 2020.

Enrolment into the other humanities was 765, and 13.1% above the target of 676. This deviation was a result of the completion of new lecture venues which allowed the University to accept more students into the BA programme in 2020 resulting in large 2nd year classes in 2021, and the continuing popularity of this degree.

**Success:** The number of graduating students in 2021 was 1091, which is 19.7% less than the target of 1358. This was primarily a result of an unrealistic target set for Postgraduate graduates, where the deviation from target was 71.6%.

**Efficiency:** This section covers Instructional/Research professional staff including part time staff headcount of permanent Instructional/Research professional staff; percentage of staff with doctoral degrees; number of nGAP staff and a ratio of FTE students to FTE Instructional/ Research staff. The target for the Instructional/ Research professional staff (full time staff) was 171 and the actual was 172, a deviation of less than 1%. The number of nGAP staff engaged was 17, three fewer than the target. The ratio of FTE students to FTE Instructional/Research staff was 29.6:1 which was higher than the target of 25.4:1. The percentage of staff with Doctoral degrees (47.0%), was above the target of 45%.

Brief reasons for these deviations are given in **Table 1**.

**Research Output:** The target for publication units per Instructional/Research Staff was 0.41 and we achieved 0.53 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 the 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 (2021) Percentage or total number	Performance indicators for 2021	Reason for deviation is provided where the deviation is greater than 5%
<b>A. Access</b>			
<b>Headcount totals</b>			
First-time entering undergraduates	1800	1772	1.5% deviation
Headcount enrolments	5217	5413	3.7% deviation
Headcount enrolments (Foundation Provisioning)	0	0	
Headcount enrolments total UG	4936	5251	6.3% deviation due to slightly slower completion rate than planned
Headcount enrolments total PG	281	162	“42.3% deviation due to delayed introduction of honours and master’s degrees and problems with student funding at this level”
Enrolments by Major field of study			
Science, engineering, technology	2772	2582	6.8% deviation due to slightly slower completion rate then planned
Business/management	1299	1607	23.7% deviation due to introduction of B Admin and increased enrolment in hospitality programmes
Education	470	459	2.3% deviation
Other humanities	676	765	13.1% deviation due to continued demand for the BA
Distance education enrolments	0	0	
<b>B. Success</b>			
Graduates UG	1157	1033	10.7% deviation due to slower than expected completion rates

Graduates PG	201	57	71.6% deviation due to delayed introduction of postgraduate degrees and problems with student funding at this level
Undergraduate output by scarce skills			
Engineering	0	0	
Life and physical sciences	175	100	42.8% deviation due to slower than expected completion rates and unrealistic target
Animal and human health	0	0	
Teacher education	121	104	14% deviation due to slower than expected completion rates
Success rate	28%	20%	28% deviation due to unrealistic target and slower than planned completion rates
<b>C. Efficiency</b>			
Instructional/Research Professional Staff including part- time staff			
Headcount of permanent instructional/research professional staff	171	172	<1% deviation
% Staff with doctoral degrees	45%	47.00%	<5% deviation
Number of nGAP staff	20	17	15% deviation due to delays in filling posts
Ratio of FTE students to FTE instructional/research staff	25.4:1	29.6:1	16% deviation as a result of lower than planned staff numbers
<b>D. Research output</b>			
Publication units per I/R staff	0.41	0.53	28% above target due to the increased proportion of staff with a PhD
Research Masters graduates (Weighted)	13	1	92% deviation due to delayed introduction of Master's degrees, slower than planned completion and unrealistic target
Doctoral graduates (Weighted)	0	0	

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

During 2021, there was a total number of 129 Implementation measures and there were 67 objectives in the 8 Activity Areas that formed part of the Annual Performance Plan (Internal). Of these objectives 127 were achieved for a 98.4% achievement rate. There was 100% achievement in 7 of the 8 Activity Areas with the lowest achievement being 88.9% as reflected in Table 2. Two (1.6%) of the Implementation measures were partially 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	7	7	100%
Research and Knowledge Generation	8	12	12	100%
Teaching and Learning	11	16	16	100%
Planning and Institutional Support	8	24	24	100%
Quality Student Experience	16	33	33	100%
Engagement and Partnerships	8	11	11	100%
Finance	9	18	16	88.90%
Human Resources	4	8	8	100%
<b>Total</b>	<b>67</b>	<b>129</b>	<b>127</b>	<b>98.40%</b>

### 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.

The implementation of the Multi-Campus Management model was monitored during the quarterly meetings of the Siyabuswa

Two workshops on leadership and management for E-MANCO were conducted on 14 September 2021 and 18 November 2021. The Audit, Risk and IT Governance Matrix was updated quarterly and discussed at the quarterly meetings of the Audit, Risk and IT Governance Committee (ARIGO). The membership of the Institutional Forum, Council and EXCO of Council were aligned with the UMP Statute. The Institutional Risk Register was reviewed on 28 September 2021 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 ARIGO on a quarterly basis. The 2020 Annual Report was submitted to the Department of Higher Education and Training (DHET) on 30 June 2021.

## **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 improvement in all the above three goals evidenced by the increase in research projects supported by external funders and active participation of emerging researchers in the UMP designed research capacity development trainings/workshops. Our 2021 funders were NRF, DSI, NRF/BRICS, DHET (UCDP),

WRC, WRC/Wader, WIOMSA, Oak Foundation, NEMISA, European Commission (Erasmus+), Rhodes University and Sentech coming on board in 2022. UMP received R9,7 million in 2021 compared to R7.8 million in 2020. Total money attracted in 2021 is R12.5 million which covers projects to be executed in 2022. Six staff graduated with Doctoral and 1 with Masters' degrees in 2021. Dr Rudzani Mhlari obtained a doctoral degree in Psychology from the University of Limpopo; Dr Ayanda Shabalala graduated with a doctoral degree in Civil Engineering from University of Johannesburg; Dr Mphalele Makgaleng received his doctoral degree in Doctor Educationis: Education from the Tshwane University of Technology; Dr Chiedza Tsvakirai obtained her doctoral degree from North West University in Economic and Management Sciences in Economics and Drs Sidney Netshakhuma and Gerhard Viljoen obtained doctoral degrees from University of South Africa in Information Science and Agriculture, respectively.

UMP introduced its Masters Programme in Development Studies in 2020. Ms Confidence Ndlovu is the first student to obtain her Masters' degree in Development Studies from University of Mpumalanga. She graduated with Cum Laude on the 15 July 2021.

The number of staff with doctoral qualifications increased to 47.6% compared to 46.2% in 2020. Despite the negative effects of Lockdown on academic staff UMP received 64.12 units in the 2020 DHET Research Output Evaluation Report. This is a decrease of 6.68 in the number of units produced in 2019 (70.80 units). The increase in NRF rated researchers was another highlight for 2021: three academic staff applied for rating and all were granted rating of Y2 (Dr Liaan Minnie), C2 (Prof Funso Kutu) and C1 (Prof Vusi Gumede) which increases the number of NRF rated researchers from 7 to 10 but at different Rating categories C1s, C2s, C3s and Y2s. Faculty experts in proposal writing and research methodology, statistical methods and data analyses supported our postgraduate students throughout the year. Emerging researchers received support through Research Community of Practice Seminars, Public Lectures and Seminars from distinguished presenters, Conference attendance, journal article publication fees, research support grants and workshops such as the annual writing retreat and Institutional Research Themes.

Dr Thanyani Madzivhandila was selected to participate in the Future Professors Programme by DHET. The Research Excellence Award Ceremony was held on 09 December 2021 and the winners of the Faculty Researchers of the Year Excellence Award were Drs Kanayo Ogujiuba and Gordon O'Brien and the winner of the NRF Rated Excellence Award was Dr Gordon O'Brien who obtained a C2 NRF Rating. The University continued to expand its partnerships by actively collaborating with national institutions, such as the South African Institute for Aquatic Biodiversity (SAIAB) and the Centre of Excellence on Human Development hosted by University of Witwatersrand and international institutions such as the Coventry University, United Kingdom. UMP received visitors from Universities in Mozambique: universities in Mozambique: Universidade Save and Universidade Joaquim Chissano; visitors from Duale Hochschule Baden-Württemberg Lörrach,

Germany and our partner Friedrich Alexander University, Germany made arrangements to send a student to UMP to study for a Semester in 2022, while UMP has also made arrangements for two UMP students to go to FH Joanneum University, Austria for a semester.

### **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 in the BSc programme.

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

The mid-year and end of the year reports on the implementation of the Quality Enhancement Assurance framework plans were completed and submitted to Senate for noting. Applications for new programmes were submitted to the Department of Higher Education and Training for Programme Qualification Mix clearance (24) and to Council on Higher Education for accreditation (17). A review of the WIL programme and its implementation in all diplomas was completed, all new diplomas contain a WIL component.

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. Two staff members were recognized and awarded for being teaching and learning champions. Eleven staff members participated in the Post Graduate Diploma in Higher Education at Rhodes University and six staff members participated in the Haaga-Helia Vocational Teacher Education Postgraduate Diploma. All new qualifications developed, namely, Bachelor of Laws, BSc Honours in Geography, BSc Honours in Entomology, BSc Honours in Ecology, BAdmin Honours, BSc in Geology, Master of Arts, PhD in Science, PhD in Agriculture and PhD in Development Studies, 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 in person and online, and mentors provided academic support online. A plan was developed to provide a flexible curriculum structure that will facilitate success and increase throughput in the BSc programme.

#### **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 IOT Infrastructure to enhance the academic project and support services.

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

Implemented Maintenance Plan, Integrated Renovation Plan and Siyabuswa Beautification Project Phase II for 2021 and monitored through monthly reports. The SHE Management Plan, Security Management Plan, and the New Catering Management Model for 2021 were implemented and monitored through monthly reports. A Security Risk Assessment was conducted at both campuses.

Implemented Food Safety Plan and Fleet Management Plan for 2021 and monitored through monthly reports. Conducted SHE and Security Awareness Campaigns to students and staff in both campuses. Developed Catering Management Policy.

The New Infrastructure Projects Division commenced with the implementation of the Documentation Monitoring and Reporting Management System to manage and monitor all construction projects documentation.

Projects for the Renovation of Infrastructure and Operations Building, the construction of South Campus Civil and Electrical Infrastructure were successfully completed and completion certificates issued. Projects for the construction of ICT and Security Building, Academic and Archive Building, the 20MVA Bulk Electrical Substation, the Irrigation Laboratory, the Students Pavilions, the Infrastructure and Operations Building, the South Campus Drop-off Facility Progress to achieve desired targets and certificates of achievement for completion were issued. Design of new buildings such as the Operations Building Phase 2 (NBP0023b), the Great Hall, Law Building and the Nature Conservation Building, the Chiller Plant Building as well as the supporting infrastructure at the Orchards Campus reached the targeted objectives and were signed off.

Construction of the Lower Campus Access and Gate House Facilities (NBP0015) commenced, and the construction of the temporary gate house facility was completed. Construction Progress on the construction of Gate House, Bus and Taxi Drop – Off (NBP0031) reached satisfactory progress at in year 2021.

The 2020 HEMIS Audit Action Plan was developed and approved at the Audit Steering Committee meeting of 21st October 2021. The Monitoring and Evaluation Framework was developed, and its implementation monitored. The HEMIS Data was submitted as per the DHET 2021 schedules. The Examination Timetable, Class Timetable and Room Booker modules on the CELCAT Timetabling System were implemented and monitored.

The bandwidth of the University link to the South African National Research Network (SANReN) backbone was upgraded from one Gigabyte per second (Gbps) to 10 Gbps. The upgraded link increased the upload and download speed by a factor of ten (10). The bandwidth of the Wide Area Network (WAN) connection between the Mbombela Campus and the Siyabuswa was also upgraded from 800 Megabits per second (Mbps) to one Gbps. The microwave equipment that connected the two campuses was replaced by a fiber connection with the point of presence (POP) at Emalahleni (Witbank). This fibre link delivers high speed

performance, reliability, security and resiliency well suited for the University. The University's learning management system, MOODLE, was upgraded from version 3.7 to version 3.9. The new version came with new features and fixed multiple software bugs and security issues that we experienced in the earlier version.

The University acquired the Respondus lockdown browser to be utilised by the students when writing online examination. The Respondus system allowed students to take online assessments from a remote location while ensuring the integrity of the exam process. The seamless integration between the two systems, MOODLE and Respondus, was done in order to allow students to access the exam while logged on the Respondus lockdown browser.

The Archibus server, hosting the University's Facilities Management System (FMS), was moved to Azure for improved accessibility and security and high availability. The Archibus system was later upgraded to a higher version, version 25.1, that came with new features ranging from new apps and an upgraded console which improved user-experience.

A total 21 Uninterruptible Power Supplies (UPS) were installed in network cabinets at the Siyabuswa Campus. These units are providing consistent backup power during inconsistent power an uninterruptible power supply to the network equipment during power brownouts and loadshedding. Not only are these UPSs protecting our hardware investment, but even data loss and increasing user productivity.

Cabling for Closed Circuit Television (CCTV) was completed in preparation of the installation of more than 70 cameras and Network Video Recorders (NVRs) at the Siyabuswa Campus. The system will be utilised by the University Security personnel for, but not limited to, monitoring campus activities.

ICT developed ICT policies that the ICT Committee recommended to MANCO for consideration. Those policies are: the ICT Security Policy, the Mobile Device Management Policy, the ICT Remote Access Policy and the File sharing and Transfer Policy.

### **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, among others, holding the SRC and CRC elections on line for the first time in the history of the University. The elections were, therefore, successful, peaceful, free and fair. The online elections resulted in the participation rate of above 70% which was for the first time to reach this figure. Holding peaceful elections has become common practice at our University, to which we are grateful; the 2021 SRC Investiture was a success and also provided the Management of the University an opportunity to lay down the important foundation on the expected working relationship and engagement between the University Management and the student leadership; the provision of training and development programmes for the student leadership at all levels within the University; the successful holding of effective MANCO-SRC quarterly meetings; the provision of a vibrant and active student life through a number of sporting activities where the different sporting codes participated in over 30 sporting events; and programmes of student societies, as well as living and learning communities. Most of the activities and events were held both virtual and also in person, where possible.

The University provided 19 personal development workshops to students. The University was able to accredit over 30 private student accommodation facilities which provided accommodation to students who could not be accommodated in the University's on-campus accommodation. We are pleased to report that

the UMP ENACTUS Team continued its excellent performance again in 2021 and made it to the ENACTUS National Competitions which were held virtually. These students did not allow the challenges of COVID-19 to stand on their way to success. Our Team was (a) the winner of the Harmony LED Challenge Award and the FORD C3 Cycle 8 Challenge; (b) the second place winner of the Nedbank Thematic Award and the Harmony Thematic Award; (c) finalist in the Standard Chartered Future makers Category.

The University continued in 2021 to provide the necessary resources and services to respond to the challenges of COVID-19. The contracts of the two Professional Nurses who were appointed in 2020 were extended to continue providing the required additional health services to students in both Campuses of the University. The University also provided COVID-19 awareness campaigns to students during the reporting period. It is pleasing to report that UMP ensured that students adhered to, and observed, the protocols and national regulations on the management of the spread of COVID-19. UMP did not record any loss of life from its students in 2021.

The Student Counselling Centre continued in 2021 to provide the much needed counselling and mental health related services to students during the year. The University contracted sessional psychologists to support the Student Counsellor whenever there was a need.

### **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.

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

Two Short Learning Programmes were offered on 16, 17, 18 September and 8 December 2021 in collaboration with the University of Free State. The Portuguese Short Learning Programme was offered from 20 October to 8 December 2021 in collaboration with the Portuguese Embassy. Staff and students participated in Mandela Day activities on 30 July 2021 at both the Mbombela and Siyabuswa campuses. Africa Day was celebrated on 25 May 2021 at the Mbombela Campus and on 26 May 2021 at the Siyabuswa Campus. 5 Public Lectures by renowned scholars were held during 2021. UMP co-hosted the Student Exposure Programme in collaboration with the Department of Trade, Industry and Competition on 15 September 2021 in order to improve the employability of the final year students. The Career Expo took place on 26 August 2021. Partnerships were established with the following national strategic partners: The South African Environmental Observation Network on 11 March 2021; SANRAL on 11 June 2021; WITS Centre for Human Development on 15 August 2021; The South African Institute for Aquatic Biodiversity on 17 September and; USAf on 9 September 2021. A partnership was established with Coventry University on 28 April 2021.

The election of Office Bearers for the Gauteng Alumni Chapter and the Limpopo Alumni Chapter were held on 17 April 2021 and 22 May 2021 respectively. The General Meeting of the Convocation was held on 21 August 2021 and Office Bearers were elected.

The Portfolio for Engagement that shows the integration of engagement, research and teaching and learning was developed. A call for the Engagement Excellence Awards was issued on 20 July and only one application was received. The Selection Committee resolved not to award the Engagement Excellence Award as the application was deemed not to have met the criteria for the Award.

### **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.

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

An EMANCO workshop identified ten initiatives to support the institutional strategic priorities and goals in a sustainable manner; An awareness workshop to highlight the importance of generating third stream income was conducted with E-MANCO and with Research Management, School of Hospitality and Tourism Management, Hotel and Catering Services and Engagement. Finance reviewed the Portuguese Short Learning Programme and Farmers Training Project Business Plans to consider all cost implications and sustainability of the third-stream income, including the development of the online-shop business plan, approved by MANCO and noted by Council.

UMP demonstrated continuous improvement in the control environment and utilised the Integrated Tertiary System (ITS) to upload the 2021 tuition and residence fees as approved by Council based on the DHET Ministerial approved increments. The 2022 financial budget was prepared based on inflationary and growth rates and submitted for discussion and approval by DHET. To ensure financial sustainability, the 2022 budget is premised on UMP's growth rate plus an increase to accommodate the impact of inflation.

Finance highlights also includes the timely preparation and submission of quarterly management accounts to ARIGC, GFIC, DHET and Council during 2021, and the timely monthly reconciliation and closure of all finance sub-systems on ITS within 2 days of month-end in 2021. The UMP 2022 budget was submitted for review and recommendation by GFIC, ARIGC and EXCO, and approved by Council on 25 November 2021. The revised Supply Chain Management Policy was uploaded on SharePoint and workshopped to key users. Council has approved the Non-Current Assets Policy which provides direction concerning the timely and accurate recording and adequate safeguarding of Non-Current Assets.

A Standard Operating Procedure Manual (SOPM) on Change of Banking Details to strengthen the controls on updating banking details was approved by ARIGC and GFIC and noted by Council.

Automated payroll claims through ITS Personnel iEnabler was implemented in November 2021.

Finally, the automation of Subsistence and Travel claims through ITS Finance iEnabler was not implemented as Adapt IT had not completed the system development and configurations.

The Online Procurement Management system requirements was developed and discussed with AdaptIT, but was not implemented due to the non-availability of crucial Adapt IT consultants.

### **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.

To ensure the promotion of an empowering and inclusive institutional culture, an On-Boarding Programme for New Employees has been held monthly since being piloted in June 2021. New employees are oriented on key aspects of the operations of the University, are provided with access cards and other necessary tools which may be required for operational reasons and are given an overview on the conditions of service. The engaging session concludes with a meet and greet between the new employees and their line managers. A project which seeks to promote and inculcate a values-based ethos and culture at UMP has led to the commencement of the development of a UMP Values Handbook.

There has been good progress in the Benefits Administration area with Scheme and Fund Rules being reviewed during this period. Serious consideration has been applied to HR processes and procedures to align these to best practice methods in terms of efficacy and efficiency. In this light, a review of the recruitment model used by UMP was undertaken, and has led to the identification of Recruitment Software to enhance recruitment and selection processes at UMP. Further, targeted headhunting, Linked-In and online platforms synced to the Recruitment Software were explored. An enhanced Exit Interview Questionnaire was implemented after review of the previous questionnaire. A quarterly analysis of the exit interview data has been undertaken with the objective of identifying patterns and trends related to employee turnover.

An Integrated Wellness Strategy was developed for employees at the University. The strategy was approved for implementation and encompasses four critical pillars which are physical wellness, psycho-social well-being, financial wellness and COVID-19 Management. The pillars provide a holistic approach to the wellness initiatives undertaken by the University.

In terms of the HR Policy Framework, amendments to the PDRE Policy were approved and a Funding Criteria for MBA and MBL Programmes was proposed for implementation indicating that a critical policy review process is in place.

**TABLE 3 : PERFORMANCE AGAINST THE ANNUAL PERFORMANCE PLAN  
(2019-2021)**

Year	% Average Performance	Governance & Management	Research & Knowledge Generation	Teaching & Learning	Institutional Support	Quality Student Experience	Engagement & Partnerships	Finance	Human Resources
2019	97.2	100	100	100	92.6	100	92.6	91.7	94
2020	96.4	100	100	100	88.9	100	93.3	94.7	100
2021	98.4	100	100	100	100	100	100	88.9	100

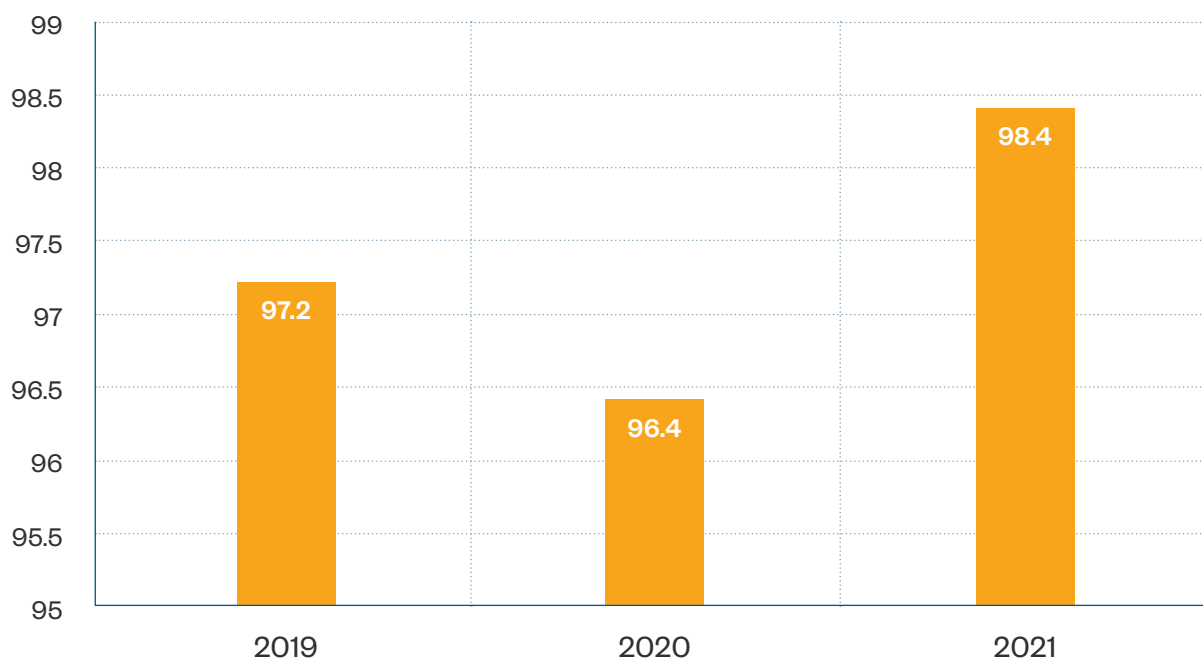


Figure 1: Average Percentage Performance (2019-2021)

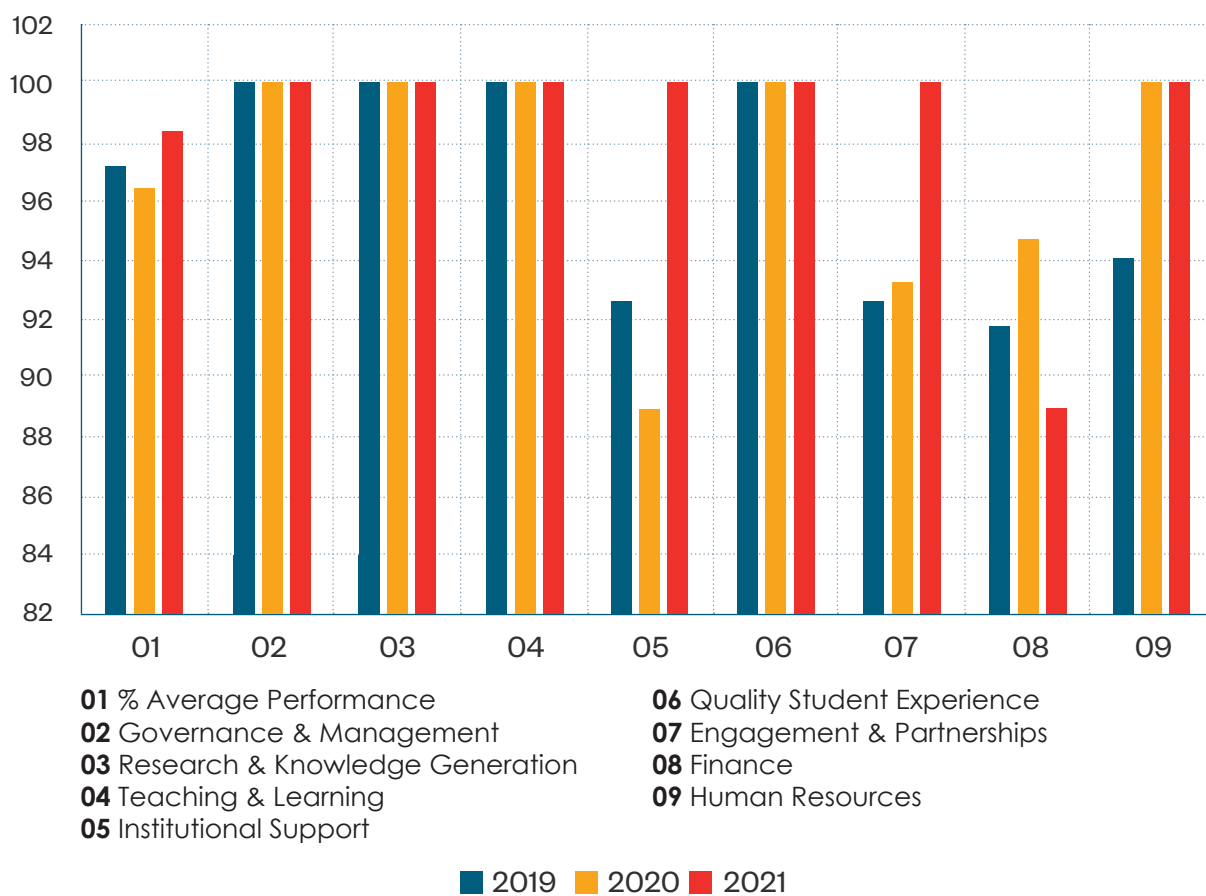


Figure 2: UMP Performance Chart (2019-2021)

The data presented on Table 3, Figure 1 and Figure 2, suggest a consistently high performance on the Annual Performance Plans from 2019 – 2021). Performance has been 100% for four of the Activity Areas over the three year period. Seven of the Activity areas have recorded 100% performance in 2021.

## 2.4. CONCLUSION

UMP, in 2021, continued with outstanding performance against the predetermined objectives as derived from the Strategic Plan: Vision 2022. The majority of the implementation measures were achieved (98.4%). The implementation measures that were not achieved or partially achieved, have been included in the 2022 Annual Performance Plan. Performance against these implementation measures will be carefully monitored.



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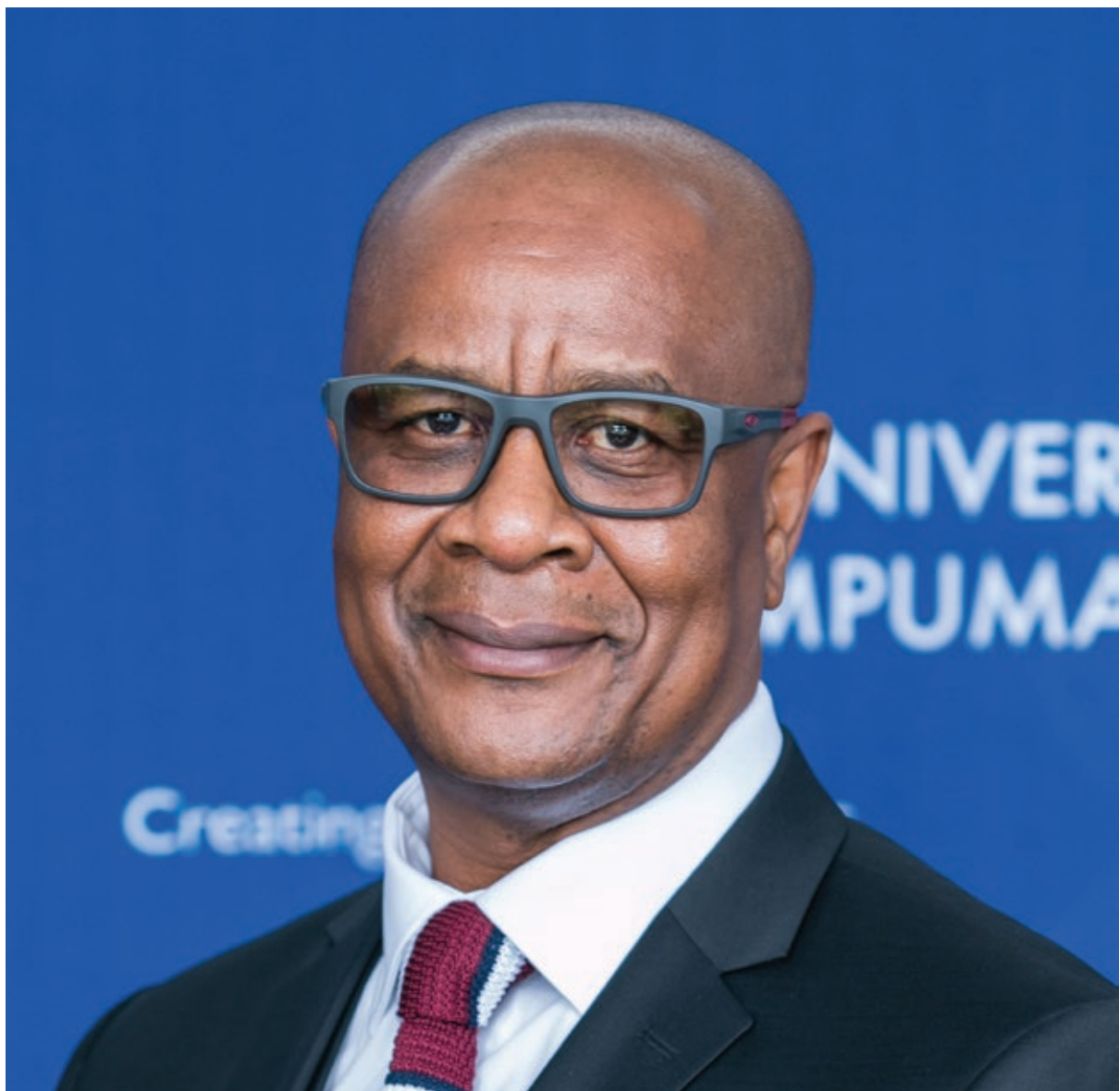
Prof M D Mabunda  
Chairperson of Council



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Prof T V Mayekiso  
Vice-Chancellor

### 3. REPORT OF THE CHAIRPERSON OF COUNCIL



*Prof M D Mabunda, Chairperson of Council*

### 3.1. INTRODUCTION

Our primary objective as Council was to guide the institution towards the advancement of its Vision and Mission and to ensure sound governance of the institution. Council in 2021, had the additional responsibility to guide the institution to mitigate the impact of COVID-19 on the academic project as well as on the operations. Council and Council Committees were functional in 2021 and discharged their roles and responsibilities in terms of Charters approved by Council. The Charters were used as reference points at all the meetings of the Council Committees.

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.

### 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.

Council appointed Justice Mandisa Maya as the second Chancellor of the University of Mpumalanga. Her installation was held on 30 November 2021 at the Mbombela Campus. Chancellor Maya comes with an illustrious record in the judicial system and is a visionary. She succeeds the First Chancellor of the University of Mpumalanga, South African President Cyril Ramaphosa whose term of office came to an end in 2021.

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. At the end of the year, the Strategy Committee of Council assessed the overall performance of the institution for the year based on the Consolidated Report for 2021.

### **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 (ARIGC), 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 2021, the institution went through the process of reviewing the Risk Register with the assistance of the Internal Auditors as informed by the Strategic Plan of the institution and the Risk Management Framework. The Risk Register 2021/2022 was developed and was submitted to the Audit, Risk and IT Governance Committee and Council for approval.

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 had the responsibility of identifying any emerging risks in each quarter to be reported to the Audit, Risk and IT Governance Committee. The emerging risks identified in 2021 involved the Taxi Associations that were demanding to transport the students from private accommodation to 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. ARIGC commissioned the revision of the Business Continuity Plan to ensure its effective response to the prevailing circumstances in 2021.

Action plans were developed from the findings of the Internal and External Auditors. A Tracking Register was developed with the assistance of the Internal Auditors to track progress on the action plans. The implementation of the action

plans was 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.

Five members of Council held a meeting on 29 September 2021 prior to the scheduled meeting of Council on 30 September 2021 to “caucus” prior to the meeting of Council. This was reported to Council and Council took the necessary steps to obtain a legal opinion on the matter due to its seriousness and the potential to render Council dysfunctional. An Independent Adjudicator was appointed and the termination of the membership of Council for one of the members was recommended. The member resigned from Council before the finalisation of the sanctions by the Independent Adjudicator. Council, nonetheless, accepted the recommendations of the Independent Adjudicator and has reported the matter to the Minister for Higher Education, Science and Innovation.

### **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, processes, guidelines and procedures.

Council, as reflected in Annexure 1, approved three policies. These include both new and revised policies. The policies were developed or revised using the Policy on Policies as the guiding document. 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 as per the Policy on Policies.

The Delegation of Authority Document guided the levels of decision making at the institution. The meetings of Council and Council Committees were held virtually as per the 2021 Almanac.

### **3.5. GOVERNANCE OF INFORMATION AND 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 quarterly reports were tabled at ARIGO for either noting or consideration.

### 3.5.1. ICT GOVERNANCE OF RISK

The ICT Cybersecurity Security Roadmap was developed and it served at both ARIGO and Council for consideration. This document details measures and proposals in pursuit of improving the University's cybersecurity stance. The document also defines a staggered approach to mitigate the highest risk elements that could have a negative impact on the University operations. ICT also addressed the risks that were identified on the ICT Operational Risk report in order to enable the University to attain its strategic objectives.

### 3.5.2. ICT DEVELOPMENTS AT BOTH CAMPUSES

The bandwidth of the University link to the South African National Research Network (SANReN) backbone was upgraded from one Gigabyte per second (Gbps) to 10 Gbps. The upgraded link increased the upload and download speed by a factor of ten (10). The bandwidth of the Wide Area Network (WAN) connection between Mbombela Campus and Siyabuswa was also upgraded from 800 Megabits per second (Mbps) to one Gbps. The microwave equipment that connected the two campuses was replaced by a fiber connection with the point of presence (POP) at Emalahleni (Witbank). This fibre link delivers high speed performance, reliability, security and resiliency well suited for the University. The University's learning management system, MOODLE, was upgraded from version 3.7 version 3.9. The new version came with new features and fixed multiple software bugs and security issues that we experienced in the earlier version.

The 2021 End of the Year students assessment was conducted online using the Respondus online assessment tool. This was necessary as the teaching and learning was predominantly online. The seamless integration between the two systems, MOODLE and Respondus, was implemented in order to allow students to access the exam while logged on the Respondus Lockdown Browser. The Respondus system allowed students to take online assessments from a remote location while ensuring the integrity of the examination process. ICT installed the Respondus Lockdown Browser on the laptops for academic staff and also assisted students with the remote installation of the software on their laptops. This was in line with the ICT Governance Framework that states that "It is generally expected for ICT to deliver business value and generate acceptable return on investment, and move from efficiency and productivity gains toward value creation and business effectiveness." Students without access to laptops were allowed to borrow laptops for the purpose of writing online examinations.

Students borrowed laptops on the day of the examination and returned them immediately after the examinations.

MANCO approved the provision of data bundles to all students for remote learning purposes. The four Mobile Network operators offered the University a package of (10GB+20GB) package i.e. 10GB day time and 20GB night time for a period of three months. MANCO further approved that students who were due to write the Special Examinations be provided with data bundles for a month during the examinations.

The Archibus server, hosting the University's Facilities Management System (FMS), was transferred to Azure for improved accessibility and security and high availability. The Archibus system was later upgraded to a higher version, version 25.1, that came with new features ranging from new apps and an upgraded console which improved user-experience.

A total of 21 Uninterruptible Power Supplies (UPS) were installed in network cabinets at Siyabuswa Campus. These units are providing consistent backup power during inconsistent power and an uninterruptible power supply to the network equipment during power brownouts and loadshedding. Not only are these UPSs protecting our hardware investment, but even data loss and increasing user productivity.

ICT developed ICT policies that the ICT Committee recommended to MANCO for consideration. Those policies are: the ICT Security Policy, the Mobile Device Management Policy, the ICT Remote Access Policy and the File sharing and Transfer Policy. The policies will be submitted to Council in 2022.

### **Measures Put in Place to deal with the Cybersecurity**

The University implemented Fortinet FortiMail as an email security gateway product that will monitor email messages to identify and block messages that contain malicious content. FortiMail has been integrated to our Office 365 using an Application Programming Interface (API) integration service to provide advanced protection against the full spectrum of email-borne threats such as spam, phishing, spear-phishing, ransomware and business email compromise (BEC). Applications which use email such as the Firewall, Exchange, Rampage, Service Manager, and the Archibus system are all protected by FortiMail. The University also implemented FortiEDR as another security solution. FortiEDR ensures high availability for systems even if it is in the midst of a security incident or breach. It delivers real-time visibility, analysis, protection and remediation for servers, laptops and desktops. It proactively reduces the attack surface, prevents malware infection, detects, and defuses potential threats in real time by providing automated response and remediation procedure. The FortiEDR collector has been installed on all the servers that are on premises as well as on Microsoft Azure. The University also enabled Multifactor Authentication (MFA) to prevent unauthorised access to emails and

other University information systems. Azure Identity Synchronization has been enabled and has added benefits such as allowing staff and students to use MFA to change their own password from anywhere in the world.

Cybersecurity awareness training is key to mitigating risk-based threats by educating employees on possible attack patterns and helping them understand the consequences of cyber negligence so that they can be part of the solution. The University embarked on a security awareness training program that will help turn employees into our first line of defence and reduce cybersecurity risk.

### 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 and Security equipment.

TABLE 4: ICT EXPENDITURE		
Project CODE	Building/ Item	Expenditure
NBP0019	IT and Security Building	R4 838 928,17
NBP0021	Academic and Archive Building	R1 947 844,00
NBP0022	Irrigation Lab Building	R341 888,00
NBP0023a	Phase 1- Facilities and Support Refurbishment	R911 222,00
NBP0015	Temporary Entrance Guardhouse	R388 260,00
LA19B	ICT Platform Maintenance - Access, Burglar and Fire	R1 739 872,00
<b>Total Funds Committed</b>		<b>R10 168 014,17</b>

### 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 2021 Annual Performance Plan. Ninety eight point four percent (98,4%) of the objectives were achieved in 2021.

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 4:** Planning and Institutional Support
- **Activity Area 5:** Quality Student Experience
- **Activity Area 6:** Engagement and Partnerships
- **Activity Area 8:** Human Resources

It is encouraging to note that 100% performance was achieved in Research and Knowledge Generation; Teaching and Learning and Engagement and Partnerships which are the three 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 Finance Activity Area was 88,9%. This was a result of the planned automation of some processes in Finance which was not achieved due to challenges experienced with ADAPT IT, the service provider. The implementation measures (2) that were not achieved in 2021 will be achieved in 2022/2023.

### **3.8. CONCLUSION**

In a year that was dominated by COVID-19 albeit to a lesser extent than in 2020, Council provided oversight in guiding the University to navigate the challenges imposed by the Coronavirus and to complete the 2021 Academic year successfully

at the end of December 2021. The meetings of Council and Council Committees were held as per the 2021 Almanac.

Council has been prudent and meticulous in exercising its governance role. This is borne out by the fact that Council is constantly evaluating its efficacy and ensuring that there is improvement in all areas. Risk Management has been given added impetus, with the advent of Risk Champions, who keep a constant finger on the risk pulse of the institution. The institution continued in 2021 to focus on the advancement of its Vision and Mission and living the Values. 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 to be commended.

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



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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 until 30 September 2021*

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## 4.1. COUNCIL

### 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	100%
Prof S S Ripinga*****	Council Appointee	100%
Ms M C Ledwaba	Council Appointee	100%
Mr T G Mokoena	Council Appointee	100%
Mr O Galane	Council Appointee	100%
Mr J Aling	Ministerial Appointee	80%
Prof T Nhlapo	Ministerial Appointee	80%
Ms N Ravele	Ministerial Appointee	100%
Prof M Kanyane	Ministerial Appointee	100%
Ms N Madlakana	Council Appointee	100%
Prof T V Mayekiso	Executive Management	100%
Prof S Sommers	Executive Management (new)	100%
Prof M Mbewe	Senate Appointee	100%
Prof P Lukhele-Olorunju	Senate Appointee	100%
Mr M Khoza ****	Convocation Representative	100%
Mr M Nkosi****	Convocation Representative	100%
Mr W Shabangu*****	Convocation Representative	100%
Mr T Ndebele*****	Convocation Representative	100%
Prof T Ngqondi*	IF Chairperson	100%
Prof H Israel**	IF Chairperson	100%
Mr J Thrush ***	Support Staff Representative	100%
Dr T Sabela***	Academic Staff Representative	100%
Mr S Radebe*****	Support Staff Representative	100%
Dr M Mavhungu*****	Academic Staff Representative	100%
Ms V Magagula	SRC President	80%
Mr Y Mzanywa	SRC: General Secretary	100%
<b>TOTAL</b>		<b>98%</b>

\*Resigned on 25 March 2021

\*\*Appointed on 20 May 2021

\*\*\*Term of office ended on 30 June 2021

\*\*\*\*Term of office ended on 04 August 2021

\*\*\*\*\*Appointed on 21 August 2021

\*\*\*\*\*Term of office started on 30 September 2021

\*\*\*\*\*Appointed 14 on October 2021

\*\*\*\*\*Granted leave of absence due to health reasons

In 2021 Council held four ordinary meetings on 25 March, 24 June, 30 September, 25 November 2021 and one special elective meeting on 30 June 2021. The average attendance was 98%. The Council of the University consisted of 27 members and the percentage of external members was 59.% and 41% for the 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
Ms Mabuza C - Chairperson	75%
Prof Mayekiso T V	100%
Ms Madlakana N *	100%
Ms Ledwaba M	100%
<b>Total</b>	<b>94%</b>

*\* Appointed as a member of NC on 25 June 2021*

The Committee held four ordinary meetings in 2021 on 04 March, 01 June, 31 August, and 02 November 2021. The average attendance was 94%.

### 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%
Ms Mabuza C	100%
Prof Ripinga SS**	100%
Prof Mayekiso T V	100%
Prof Mbewe M	100%
Mr Mokoena G	100%
Prof Nhlapo T*	100%
Prof Kanyane M*	100%
Ms Ravele N*	100%
Mr Aling J*	100%
<b>Total</b>	<b>100%</b>

*\*Appointed on 30 September 2021*

*\*\*Granted leave of absence due to health reasons*

EXCO held four ordinary meetings on 12 March, 10 June, 16 September and 11 November 2021. The average attendance was 100%.

### 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 SS***	100%
Prof Mayekiso T V	100%
Prof Sommers S	75%
Mr Nkosi M*	100%
Mr Shabangu W**	100%
<b>Total</b>	<b>96%</b>

*\*Term of office ended 04 August 2021*

*\*\*Appointed 21 August 2021*

*\*\*\*Granted leave of absence due to health reasons*

The Committee held four ordinary meetings in 2021 on 04 March , 26 May, 26 August and 28 October 2021. The average attendance was 96%.

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

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

#### **Audit and Risk**

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

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

Ensures that business risks are continually assessed and that effective internal control systems are developed and implemented 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%
Mr Tshabalala T	100%
Mr Ganesan P	100%
<b>Total</b>	<b>100%</b>

*\*\*Term of office expired on 31 March 2021*

*\*\*Appointed as a member of ARIGC on 24 June 2021*

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
Mr Pather K	100%
Prof Mayekiso T V	100%
Ms Ravele N	100%
Mr Aling J	100%
Mr Mokoena TG	100%
<b>Total</b>	<b>100%</b>

The Committee held four ordinary meetings in 2021 and one special meeting. The ordinary meetings were held on 03 March, 02 June, 02 September and 04 November 2021. The special meeting was held on 20 October 2021. The average attendance was 100%.

#### f) Human Resources Committee of Council (HRC)

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

##### **Role of the Human Resources Committee**

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

**TABLE 11: MEMBERSHIP AND ATTENDANCE OF THE HUMAN RESOURCES COMMITTEE**

Name of Member	Percentage of Meetings Attended
Prof Nhlapo T	75%
Prof Mayekiso TV	100%
Ms Ledwaba M	100%
Prof Kanyane M	100%
Dr Govender L	100%
Ms Ngcwabe L*	67%
Ms Umlaw M**	100%
<b>Total</b>	<b>95%</b>

\*Appointed as a member of the HRC on 25 March 2021

\*\*Term of office ended on 27 March 2021

The Committee held four ordinary meetings in 2021 on 25 February, 25 May, 31 August, and 26 October 2021. The average attendance was 95%.

#### **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 TV	100%
Mr Galane O	100%
Ms Lushaba Z**	100%
Mr Shabangu W**	100%
Mr Khoza M***	100%
<b>Total</b>	<b>100%</b>

*\*Term of office expired on 31 March 2021*

*\*\*Appointed as a member of FPIC on 30 September 2021*

*\*\*\*Term of office expired on 21 August 2021*

The Committee held four ordinary meetings and one special meeting in 2021. The ordinary meetings were held on 25 March, 03 June, 26 August and 28 October 2021. The special meeting was held on 04 March 2021. The average attendance was 100%.

#### **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	100%
Prof Kanyane M	100%
Prof Mayekiso TV	100%
Mr Galane O	100%
Mr Marais P	100%
Mr Pather K	100%
Ms Ravele N	100%
<b>Total</b>	<b>100%</b>

*\*Granted leave of absence due to health reasons*

The Committee held four ordinary meetings in 2021 on 02 March, 03 June, 03 September, and 29 October 2021. The average attendance was 100%.

### 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.

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

#### 4.4.1. STATEMENT ON WORKER PARTICIPATION

During the period under review, worker participation happened during decision-making processes in respect of improvement of conditions of services of employees, any matters of mutual interest and when strategic

issues affecting the University were to be discussed. It is within that context that Management held quarterly MANCO-Union Engagement meetings where the implementation of the PDRE policy ; Finalisation of Landing points Project with its recommendations; Payment of Overtime, Change in PDRE time-limes; appointment of the new Chairperson of the Bargaining Forum and consequence management were meaningfully discussed.

It was through these engagements that Management successfully engaged to ensure buy-in of workers, through their Union representatives, on the strategies to address issues raised by the Landing Point Verification Project e.g. overstated landing points, which resulted to overpayments to certain employees. The finalisation of the aforementioned project marked the finalisation of Harmonization of conditions of services of the incorporated ex-LCA employees insofar as it relates to salary alignment to University scales.

Trade Unions also actively participated in efforts to transform the University through their active involvement in Transformation discussions relating to, inter alia, Employment Equity, Skills Development etc.

Key achievements during the period were:

- The successful negotiation of employee salaries to the extent that a multi-year agreement (for the period 2022 to 2024) was signed with both trade unions (NEHAWU and NTEU) with the consideration of the fiscus environment and the need to improve conditions of services of employees in the University.
- Redeployment of staff at Siyabuswa Campus Kitchen who were found to be redundant due to students no-longer making use of the kitchen/dinning Hall was finalised by beginning of 2021.
- Discussion of COVID -19 status and engagements on various measures implemented on Covid-19 protocols and procedures to safeguard the health and safety as well as well-being of employees.
- Appointment of an Independent Chairperson of the Bargaining Forum (BF) to ensure an objective facilitation of engagement between the Management and Organised Labour on matters of mutual interest relating to the conditions of service of employees in the University.

The shift from positional bargaining to putting the interest of the University by Organised Labour, when engaging on matters of mutual interest and even when participating in the resolution of employee grievances and disputes, demonstrated maturity of the leadership of the Organised Labour. Additionally, the unwavering support and commitment towards the strategic objectives of the University by the general populace of the workers also proved to have had a positive impact on the living of the values of the University, a culture always imagined as anchor towards attainment of the academic project in the University.

#### 4.4.2. STATEMENT ON STUDENTS' PARTICIPATION

The participation and involvement of students in the matters that relate to students is promoted at the University of Mpumalanga, in line with the Statute of our University. The year 2021 also witnessed, among others, the continued engagement between the University Management and the Student Representative Council (SRC) and the Campus Representative Councils (CRCs). These engagements happened at the different levels of management at the University. The Management Committee (MANCO) held its quarterly meetings with the SRC as scheduled in the University's 2021 Almanac. The meetings were held through the hybrid mode which included both in-person and online. This was due to the COVID-19 pandemic that the University had to respond to. The Dean of Students also held the scheduled meetings with the SRC on a monthly basis. The other level of engagement with the student leadership was between the Managers: Student Governance and Development, and the CRCs at their respective Campuses. These meetings were scheduled on a fortnightly basis. The Campus Director at the Siyabuswa Campus also held monthly meetings with the CRC at the Campus. All these meetings 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. These meetings were successful in the promotion of continued engagement between the Management of the University and the students.

Another area of student participation was the membership of the Student Representative Council in University Committees during the year. The SRC was represented in, and attended, meetings of Council, Senate and the Institutional Forum. The SRC also had its Representatives who 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 continued participation of the student leadership in these committees ensured that the voice of the students is also accommodated in matters that are student related.

The UMP SRC Constitution stipulates that the University has to recognise student political structures that have membership from the registered students of the University for that particular year. In 2021, two student political structures, namely, SASCO and the EFFSC were recognised. The Managers: Student Governance and Development from both Campuses held their quarterly meetings with these student political structures which provided further engagement with student leaders at the University.

The Managers: Student Governance and Development, as well as the Student Development Officers, continued to work with the committees of Student

Societies to ensure the smooth functioning of the societies and clubs. Meetings were also held between the Student Development Officers and the Student Societies.

Another important area of students' involvement 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 5 November 2021. These elections were held, for the first time in the history of the University, both online and in-person (hybrid). The voter turn-out in 2021 was 71%, the highest in the history of UMP. This means that the majority of the student populace has mandated the 2022 SRC to represent them through engagements with the University leadership on matters that are related to students.

The University will, therefore, continue to involve the students through their elected leadership structures.

#### **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.



*Chair of Council, Chancellor and Vice-Chancellor*

## 5. COUNCIL STATEMENT ON SUSTAINABILITY

### 5.1. INTRODUCTION

The university of Mpumalanga continues to contribute to the socio-economic development of the Mpumalanga Province by incorporating construction development targets in its New Infrastructure Projects portfolio.

### 5.2. EMPOWERMENT TARGETS

During the 2021 calendar year the following projects contributed to the achievement of empowerment targets: -

**TABLE 14: EMPOWERMENT TARGETS**

No.	Project No	Project Title
1	NBP0015	Lower Campus D725 Gate House
2	NBP0019	ICT & Security Building
3	NBP0021	Academic & Archive Building
4	NBP0022	Irrigation Laboratory
5	NBP0023a	Infrastructure and Operations Building (Phase 1)
6	NBP0031	Student Pavilions & South Campus Drop-off Facility
7	BIP0004	Bulk Infrastructure: Electrical (20MVA) Substation
8	SIP1002	South Campus Electrical
9	SIP1006	South Campus Civil Infrastructure Upgrade

### 5.3. EMPOWERMENT TARGETS EMPLOYMENT BREAKDOWN

**TABLE 15: EMPOWEMENT ACHIEVEMENTS AS AT 31 DECEMBER 2021**

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
Lower Campus D725 Northern Entrances	29	28	1	3	0
ICT and Security Building	53	48	5	13	0
Academic and Archive Building	95	83	12	5	0
Irrigation Laboratory	42	38	4	29	0
Infrastructure and Operations Building Phase 1	21	17	4	4	0
Student Pavilions & South Campus Drop-off Facility	53	49	4	3	0
Construction of the 20MVA Substation	67	62	5	17	0
South Campus Electrical Infrastructure Upgrade	14	12	2	9	0
South Campus Civil Infrastructure Upgrade	42	31	11	21	0
<b>Total</b>	<b>416</b>	<b>368</b>	<b>48</b>	<b>104</b>	<b>0</b>

## 5.4. TRAINING OF STUDENTS

### 5.4.1. BIP0004: BULK INFRASTRUCTURE ELECTRICITY – CONSTRUCTION OF THE 20MVA SUBSTATION

#### **Sifiso Nkosi – Civil Engineer trainee**

He was given an opportunity to complete his civil engineering diploma by having all the project portfolios completed by the company's management confirming the practical and the hours he needed to complete the Diploma. He is currently busy with his trade test practical.



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**Maryjane Sebothoma – Junior Health, Safety and Environmental Officer**

She was given an opportunity to accumulate the required experience for her to be registered with the statutory body SACPCMP. We are glad to have helped her achieve the CHSO registration certificate from the council. She is now working as a registered CHSO.



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### **Welcome Mahlobo – Electrical Engineering Student**

He was given an opportunity to accumulate the required experience for him to acquire his Trade Test. He managed to accumulate the Electrical Engineering Trade Test in 2021, with the assistance from the in-house qualified electricians, and he is now busy with the Certificate of Compliance Registrations.



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### **Zandile Thabethe – Electrical Engineering Trainee**

She was afforded an opportunity to practice as a learner Electrical Engineer to gain more experience especially in the building of the plinths and the earth mats of the substation.



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#### **a) 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 have in their 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.

On 2 November 2020 the Supreme Court of Appeal found the Preferential Procurement Regulations, 2017 (the “2017 Regulations”), issued in terms of section 5 of the Preferential Procurement Policy Framework Act, 2000, to be invalid and suspended the invalidity for a period of 12 months in order to allow

the Minister of Finance to remedy the defects. The Minister of Finance decided to bring an application to the Constitutional Court, to seek confirmation from the Court that the order of invalidity of the 2017 Regulations has been suspended. On 16 February 2022, the Constitutional Court handed down judgment in the application for leave to appeal against a judgment and order of the Supreme Court of Appeal (SCA). The majority judgment of the Constitutional Court dismissed the appeal against the SCA judgment. The 2017 Regulations are now valid until 15 February 2023, unless new regulations are promulgated before that date. This means that the 2017 Regulations in their entirety are still valid.

#### **5.5.1. BIP0004: BULK INFRASTRUCTURE ELECTRICITY – CONSTRUCTION OF THE 20MVA SUBSTATION**

##### **5.5.1.1 Oxior Civil Enterprises (PTY) Ltd**

Name of Company – Oxior CE

Registration Number – 2013/230409/07

Shareholders/Owners – Mazwi Mafuma

Black Owned: 100%

Address: 9 Dirkie Uys Street, Sonheuwel, Nelspruit, Mpumalanga, 1200

ML Nkosi Electrical Contractors CC is a trusted company. We seek to build and maintain the trust and confidence of our business partners. At the time we engaged with Oxior CE. The company had a valid and active CIDB grading of 4SL; 7CE; 6EP; 7GB. After the completion of Oxior's subcontract with us they have grown their business and are in the position to upgrade their CIDB grading to 4SL; 6EP; **8CE; 7EP; 7GB; 7SB.**

The extent of the works entails the extension of the transformer yard platform, access roads to the substation, new switching room and guard facility. The total value of works executed by Oxior Civil Enterprises (PTY) Ltd amounted to – **R 12 495 229**

##### **5.5.1.2 Prosper 74 Trading & Projects (PTY) Ltd**

Name of Company- Prosper 74 Trading & Projects (PTY) Ltd t/a Very Quick Security Services

Registration Number – 2015/424269/07

Shareholders/Owners – Bethuel Nkosi

Black Owned: 100%

Address: 2 Leachie Street, Besterslaast Complex, Nelspruit, Mpumalanga, 1200

M.L Nkosi Electrical Contractors CC has, for the duration of the project appointed Prosper 74 Security Services to ensure optimum safety and security on the Nelsrivier Substation construction site. Prosper 74 Security formed a cluster with several other security companies to foster an integrated approach to security, aimed at combating civil unrests and incidents on site, protection of all personnel, as well as protection of all assets involved in the project. Prosper 74 Trading & Projects (PTY) Ltd t/a Very Quick Security Services Group is PSIRA registered (registration no. 2908196).

The total value of the services provided by Prosper 74 Trading & Projects (PTY) Ltd t/a Very Quick Security Services amounted to – **R 1 924 700**

#### **5.5.1.3 Obzza Construction CC**

Name of Company – Obzza Construction

Registration Number – 2010/060893/23

Shareholders/Owners – Orbet Chikane

Black Owned: 100%

Address: Stand No. 1697, Msogwaba, Kanyamazane, Mpumalanga, 1214

ML Nkosi Electrical Contractors CC engaged with Obzza Construction CC for the provision of plant hire during the construction of the 20MVA Nelsrivier substation project. The total value of works executed by Obzza Construction CC amounted to – **R 477 301**

#### **5.5.1.4 Tivetilemadede Trading Projects (PTY) Ltd**

Name of Company – Tivetilemadede Trading Projects

Registration Number – 2019/250030/07

Shareholders/Owners – Mashego, Nomfundo Hope

Black Owned: 100%

Address: Stand No. 325, House No. 7, Stonehenge, Nelspruit, Mpumalanga, 1200

ML Nkosi Electrical Contractors CC engaged with Tivetilemadede Trading Projects for various scope of works and for the provision of plant hire during the construction of the 20MVA Nelsrivier substation project. The total value of works executed by Tivetilemadede Trading Projects (PTY) Ltd amounted to – **R 422 050**

#### **5.5.1.5 Pathili Trading Enterprise (PTY) Ltd**

Name of Company – Pathili Trading Enterprise

Registration Number – 2012/014518/07

Shareholders/Owners – Priscilla Mthetwa

Black **Women** Owned: 100%

Address: Stand No. 95, Mataffin, Nelspruit, Mpumalanga, 1205

ML Nkosi Electrical Contractors CC engaged with Pathili Trading Enterprise (PTY) Ltd for landscaping and paving installation works during the construction of the 20MVA Nelsrivier substation project. The total value of works executed by Pathili Trading Enterprise (PTY) Ltd amounted to – **R 227 458**

#### **5.5.1.6 Hatshama Developers CC**

Name of Company – Hatshama Developers

Registration Number – 2003/053835/23

Shareholders/Owners – Russel Risinga

Black Owned: 100%

Address: 23 Papillon Street, Nelspruit, Mpumalanga, 1200

ML Nkosi Electrical Contractors CC engaged with Hatshama Developers, a Company that was founded in 2003 by a highly motivated and result driven young man, Russel Risinga.CC for the supply, delivery, installation, commissioning and testing of HVAC equipment complete with insulated refrigerant piping, condensate drains, trunking, electric wiring and connection and controls of the units. The total value of works executed by Hatshama Developers CC amounted to – **R 121 885**

#### **5.5.1.7 Clint Quality Fencing MP (PTY) Ltd**

Name of Company – Quality Fencing  
Registration Number – 2013/142932/07  
Shareholders/Owners – Clinton Anthony Moonsammy  
Black Owned: 100%  
Address: 19 Old Pretoria Road, Nelspruit, Mpumalanga, 1200

ML Nkosi Electrical Contractors CC engaged with Clint Quality Fencing MP (PTY) Ltd. The extent of the works entails the Security Fencing - 2,4m, Clear-Vu Fence, supply, excavate, installation, Complete with Electric Fence, Energisers, Indicators, Labels, Etc. The works require extreme attention to safety of personnel working on the site, as well as the public, since the Contractor will be working within a live high voltage environment, and adjacent to a public roadway. The total value of works executed by Clint Quality Fencing MP (PTY) Ltd amounted to – **R 121 175**

#### **5.5.1.8 MM Ntimani Trading CC**

Name of Company – MM Ntimani Trading  
Registration Number – 2007/126495/23  
Shareholders/Owners – Jabu Ngobeni  
Black Owned: 100%  
Address: Stand No. 17266 Msogwaba, Nelspruit, Mpumalanga, 1205

ML Nkosi Electrical Contractors CC engaged with MM Ntimani Trading CC for Soil insecticide under floors etc including forming and poisoning shallow furrows against foundation walls, filling in furrows and ramming works during the construction of the 20MVA Nelsrivier substation project. The total value of works executed by MM Ntimani Trading CC amounted to – **R 135 000**

#### **5.5.1.9 Zwide Development Enterprise CC**

Name of Company – Zwide Development  
Registration Number – 2010/084914/23  
Shareholders/Owners – Nancy Phumzile Mkhathswa  
Black **Women** Owned: 100%  
Address: 12 Acacia Crescent, West Acres, Nelspruit, Mpumalanga, 1200

ML Nkosi Electrical Contractors CC engaged with Zwide Development Enterprise CC for general building works during the construction of the 20MVA Nelsrivier substation project. The total value of works executed by Zwide Development Enterprise CC amounted to – **R 87 796**

#### **5.5.1.10 Njulo Investments CC**

Name of Company – Njulo Investments

Registration Number – 2010/060893/23

Shareholders/Owners – Orbet Chikane

Black Owned: 100%

Address: Unit 325, Stonehenge, Slycatter Street, Nelspruit, Mpumalanga, 1200

ML Nkosi Electrical Contractors CC engaged with Njulo Investments CC for the provision of plant hire during the construction of the 20MVA Nelsrivier substation project. The total value of works executed by Njulo Investments amounted to – **R 76 500**

#### **5.5.1.11 Morris MM Holdings (PTY) Ltd**

Name of Company – Morris MM Holdings

Registration Number – 2019/184021/07

Shareholders/Owners – Morris Mxolisi

Black Owned: 100%

Address: Stand No. Nelson Mandela Street, Stand no. 243/52 Kanyamanzane, 1214

ML Nkosi Electrical Contractors CC engaged with Morris MM Holdings (PTY) Ltd for the supply and installation of suspended ceilings, 6mm Thick “Everite Nutech” plain medium density fibre-cement boards on concealed tee suspension system including main and cross tees, necessary hangers, grids, etc. including 100mm Insulation closely fitted and laid on top of bracing between roof timbers during the construction of the 20MVA Nelsrivier substation project. The total value of works executed by Morris MM Holdings (PTY) Ltd amounted to – **R 28 242**

**TABLE 16: SUMMARY OF EMPOWERMENT OF COMPANIES**

Project	Construction Cost	Construction Expenditure	Allowance for SMME Participation 30%	Expenditure towards SMME Participation 30%
NBP0015: Lower Campus D725 Northern Entrances	R62m	R12.5m	R18.8m	R3.5m
NBP0019: Security and ICT Building	R41.4m	R29m	R10.2m	R8.2m
NBP0021: Academic and Archive Building	R64m	R61.6m	R18.5m	R24.6m
NBP0022: Construction of the Irrigation Laboratory Building	R23.6m	R19.9m	R7.1m	R7.3m
NBP0023a: Infrastructure and Operations Building Phase 1	R21.6m	R20.8m	R7.3m	R7.3m
NBP0031: Student Pavilions & South Campus Drop-off Facility	R16.4m	R7.5m	R6.3m	R6.4m
BIP0004: Construction of the 20MVA Substation	R72.9m	R66.3m	R11.9m	R16.2m
SIP1002: South Campus Electrical Infrastructure	R9.8m	R8.6m	R1.5m	R1.5m
SIP1006: South Campus Civil Infrastructure	R32.4m	R30.7m	R9.7m	R12.7m
<b>Total</b>	<b>R 344.1m</b>	<b>R 256.9m</b>	<b>R 91.3m</b>	<b>R 87.7m</b>

The total value of construction projects was R 344.1m. The total construction expenditure on the projects as of December 2021 was at R 256.9m. The total expenditure towards SMME's Participation which is the actual rand value expressed as a percentage of the contract amount spent on Local Community Suppliers and Subcontractors with BBBEE Levels 1, 2 and 3, is R 87.7m. The total number of employment opportunities created during the reporting period is 416.

## 6. CAMPUS DEVELOPMENT

### 6.1. INTRODUCTION

This report provides an overview of progress on the University of Mpumalanga (UMP) Infrastructure during the 2021 academic year. The report covers a year during which the University of Mpumalanga completed several academic buildings and infrastructure projects as well as coordinating and documenting vital new campus developments. 2021 saw accelerated construction activity with the aim of concluding projects that faced challenges brought about by the COVID-19 Pandemic, multiple disruptions caused by contractor and community strife in 2020. In parallel to the delivery of several new pieces of infrastructure, much energy has been steered into the design documentation and coordination of vital new campus developments on the Orchard Campus and South Campus respectively.

- a) NBP0019: ICT and Security Building
- b) NBP0021: Archive and Academic Building
- c) NBP0022: Irrigation Laboratory
- d) NBP0023A: Facilities and Infrastructure Management Building (former Dardla Renovation)
- e) NBP0031: South Campus Drop-off facilities
- f) NBP0031: Student Pavilions

During 2021 the following major achievements have been made:

- The completion of the Academic and Archive Building, a devoted archive facility for the university alongside additional teaching venues on Lower Campus.
- The completion of the ICT and Security Building, a central service building which will house key ICT and security infrastructure for the entire university.

- Completion of the Irrigation Laboratory, the first faculty specific academic infrastructure located on South Campus.
- Completion and handover of extensive refurbishments (Phase 01) to the existing DARDLA facilities on the South Campus into a complete precinct to support the Infrastructure and Operations division of the University. The planning and documentation of the new built facilities (Phase 02) within the infrastructure and operations precinct was concluded at the end of 2021, with implementation earmarked for the second quarter of 2022.
- Completion of bulk site infrastructure on the South Campus to accommodate future campus expansion.
- The Construction and completion of an electrical substation to be handed over to the Mbombela Local Municipality as part of a bulk service contribution agreement to service the expanding electrical requirements at the university.
- The completion of a temporary access gatehouse and construction start of the new Lower Campus Main and East Gatehouse as part of an extensive phased project of the university gatehouses.
- Initiation and completion of the South Campus Public Transport Drop-off Facilities and 3 Student Pavilions located in various positions on the Lower Campus within the first quarter of 2022.
- Documenting of several key projects set to start in site in the second quarter of 2022. These projects include the construction of the Great Hall, Faculty of Law Building and Nature Conservation building, located on the Orchard Campus. A number of key enabling projects were identified and developed with the professional team in 2021 which will support the first phase of academic infrastructure on Orchards Campus. These enabling projects include a central service building, key Public Open Space projects between the buildings as well secondary site infrastructure on Orchards Campus.
- Procuring new building contractors on three-year framework contracts to implement the construction of the aforementioned projects.
- Developing in detail, as well as applying amendments to the new 5-year development plan and infrastructure funding budget which has been approved by both the UMP Council and the DHET to ensure the infrastructure development until 2024.

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

During the past year delivery has focused on the completion of the Lower Campus and expanding the site infrastructure of the South Campus to support the growing student and staff numbers.

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

- a) Campus Buildings 2020-2022; and
- b) Bulk Electrical and site Infrastructure Development both on the Lower Campus and Hill Campus.

## 6.2. TOWN PLANNING

The purpose and primary focus of the Town Planning project during 2021 was to proceed with the transfer of the Siyabuswa Campus property from Mpumalanga Provincial Department of Public Works, Roads and Transport to the University of Mpumalanga and the transfer of three Mbombela Campus land portions on which the N4 National Road was built to SANRAL.

### **Acquisition and Transfer of Land**

All properties which form part of the Mbombela Campus have been successfully transferred to the University and registered in the Mpumalanga Deeds Office. The University has during 2020 and 2021 initiated the acquisition and transfer of the Siyabuswa Campus property to the University of Mpumalanga. Although it was expected to complete the transfer process during 2021, approval to donate the property to the University in terms of Treasury Regulations and the PFMA still need to be granted by Provincial Treasury.

Upon receipt of this approval, the Deed of Donation will be signed.

### **Servitude Registrations**

The servitudes for the regional bulk water services have been registered and endorsed on the University Title Deeds during 2021. The remainder of bulk services servitudes including an outfall sewer on the south campus and the 20 MVA substation are expected to be registered during 2022.

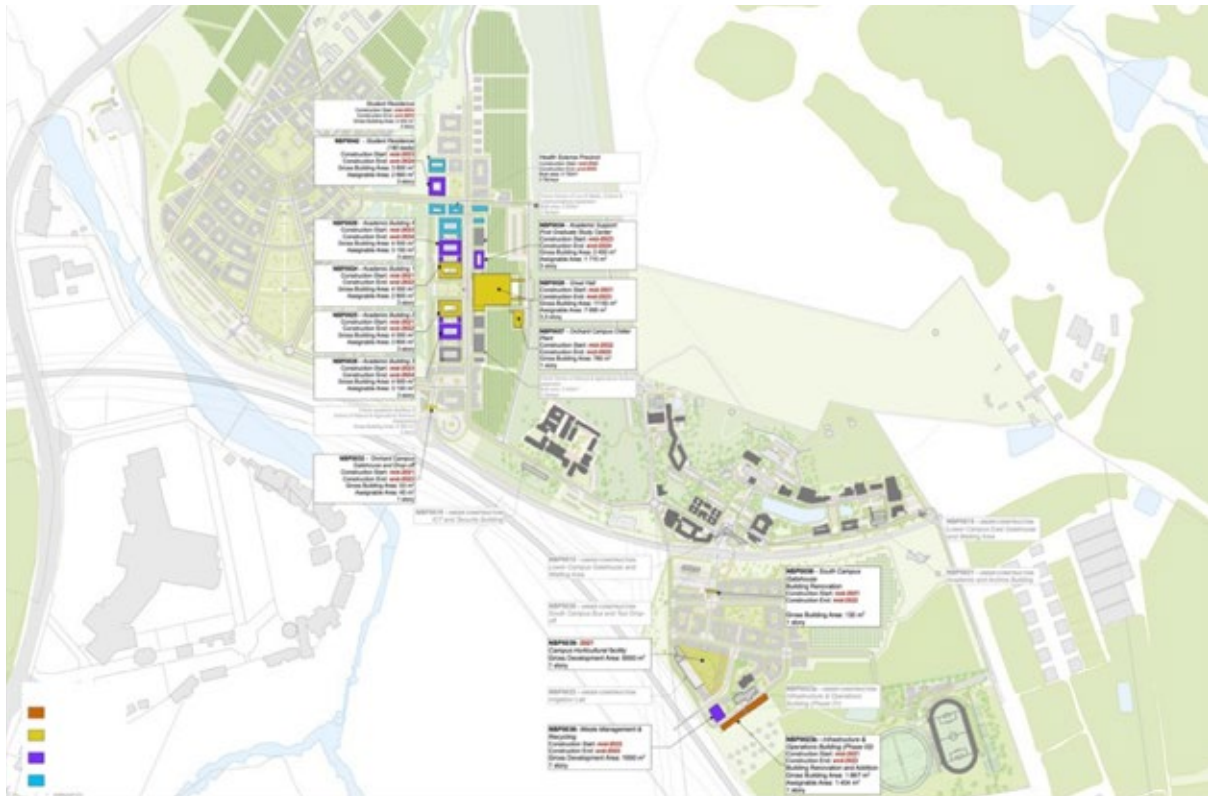


Figure 3: 5-year Implementation Plan 2020-2023

### 6.3. BUILDING AND INFRASTRUCTURE DEVELOPMENT

In 2020, the overall implementation strategy of the Mbombela Campus shifted in consultation with academic leadership, the executive and the DHET. It was agreed that the Lower Campus should be completed in full before proceeding with new buildings on the Hill Campus, this has been a major focus in 2020. Furthermore, the development of the first buildings on the Orchard Campus, the upgrading and construction on the South campus, and the development of further service infrastructure in line with the approved 5-year Implementation plan received much attention in 2021.

This strategy resulted in the near completion of the Lower Campus by the first quarter of 2022 apart from the Lower Campus Gate Houses which have all started in the last quarter of 2021. The conclusion of the Lower Campus welcomes a dedicated ICT & Security facility along with an Academic and Archive building to the Lower Campus.

The South Campus first phase site infrastructure services have been completed in 2021, along with the construction completion of the Irrigation Laboratory and South Campus Drop-off facility. The implementation of the first phase of development for the Entrepreneur Center and expanded Facilities and Infrastructure Management saw extensive renovations being concluded on the existing DARDLA complex during 2021, with the Phase 02 development of the precinct set to start mid-2022.

The 20 MVA bulk electrical plant which commenced in 2020 has been concluded during the first quarter of 2022. Extensive planning and documentation of key new building projects on the Orchard Campus has received much attention during 2021 in conjunction with the preparation, procurement and appointment of Framework Contractors to implement the new planned projects with anticipated start date on site earmarked for the second quarter of 2022.

The work on all the campuses is summarized under academic year of completion and or planned completion.

### **2019 Projects completed in 2021**

Towards the end of 2019 a number of academic and university support projects have been initiated and continued construction during 2020 and 2021 for handover within the first quarter of 2022:

- a) NBP0019: ICT and Security Building
- b) NBP0021: Archive and Academic Building
- c) NBP0022: Irrigation Laboratory
- d) NBP0023A: Facilities and Infrastructure Management Building (former DARDLA Renovation)

### **2020 Projects completed in 2021**

At the start of 2021 several university support projects have been initiated for construction completion within the first quarter of 2022 (with the exception of the Lower Campus Main Gatehouse which forms part of a phased project implementation):

- a) NBP0031: South Campus Drop-off facilities
- b) NBP0031: Student Pavilions
- c) NBP0015: Lower Campus Temporary Gatehouse
- d) NBP0015: Lower Campus Gatehouse & East Campus Gatehouse

### **2021 Projects**

During 2021 a number of academic and university support projects have been developed and documented on a staggered timeline for construction implementation early-2022:

- a) NBP0023B: Facilities and Infrastructure Management Building (former DARDLA Renovation and expansion)
- b) NBP0026: Orchard Campus Great Hall
- c) NBP0024: Orchard Campus Academic Building: Law Building
- d) NBP0025: Orchard Campus Academic Building: Nature Conservation Building
- e) NBP0037: Orchard Campus Central Service Building Infrastructure

In addition to the buildings the university embarked on and conclude the construction of the following key infrastructure services at the Hill and Orchard Campus along with key projects on the South Campus have been concluded:

- a) Bulk Electrical Infrastructure: 20 MVA Substation
- b) South Campus Site Infrastructure for key services such as civil and electrical.

#### **6.4. 2019 PROJECTS COMPLETED IN 2021**

Following the appointment of a new group of professional consultants on three-year framework contracts, Cohen and Garson Architects and Ikemeleng Architects were the two new appointed Architectural firms.

During 2019 several critical projects were initiated and constructed for completion in 2021 and the first quarter of 2022:

- a) NBPO019: ICT and Security Building
- b) NBPO021: Archive and Academic Building
- c) NBPO022: Irrigation Laboratory
- d) NBPO023A: Facilities and Infrastructure Management Building

##### **6.4.1 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 IOT 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 with in the programme is the offices, and observation rooms for Campus security.

The Ground floor function of the building accommodates the server room and accompanying technical offices. It also includes 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 has been accommodated in the building including small, medium and large offices, open plan offices, meeting rooms of various sizes, and a boardroom. The building also includes 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 is a number of supporting facilities, including offices for the security officers and staff, interview rooms and a meeting rooms. The Security Staff Facilities contains 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 the project nearing completion by May 2022.



#### 6.4.2. NBP0021 ACADEMIC & ARCHIVE BUILDING

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

The Archive Building provides the main Archive Facilities for the UMP Campus. The main function of the building is to accommodate the various facilities and amenities related to archiving within the University. The core of the building will houses the double volume, open plan archive area. Surrounding the open plan archives are archives processing room, reference and research facilities, printing and computer facilities and technical workrooms. A loading area to the side of the building has been provided. A foyer and exhibition space provides access to the facility, and enable exhibitions and presentations of the archive work as required. The upper floors contain the offices and admin area which include various size offices, meeting rooms and boardrooms.

The design process for the building start in June 2018, with the contractor commencing on site in May 2020 with completion reached early 2022.

#### 6.4.3. NBP0022 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 Facility functions 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 comprises of a 75mx25m irrigation slab platform to fall, accompanied by a pump house. There is an irrigation workshop located adjacent to the irrigation slab. This workshop includes a pump sump, drainage channels and other equipment necessary for the function of the laboratory. The facility includes a trailer store, wet store and dry store as well as student ablutions. The design process for the building started in June 2018, with the contractor appointed August 2020 with completion reached at the end of 2021.



Figure 4: NBP0022 Perspective of the Irrigation Laboratory: Main Approach



Figure 5: NBP0022 Perspective of the Irrigation Laboratory: Main Approach

#### 6.4.4. NBP0023A FACILITIES AND INFRASTRUCTURE MANAGEMENT BUILDING

South Campus has received much attention in 2021, with the completion of the first infrastructure services and expansion of the facilities and infrastructure management capacity of the university. To achieve this the design for the development of an expanded Facilities and Infrastructure Management Building has commenced towards the end of 2019. This involves the renovation and expansion of the former DARDLA buildings. The project consists of two separate phases, of which the contractor commenced implementation in August 2020:

- Phase 01: Entailed the refurbishment of existing Buildings B2 and B3 with external works creating connecting links to one another and the larger planned precinct. Construction completed for Phase one by mid-2021.



Figure 6: NBP0023A Infrastructure & Operations Building: Phase 01



Figure 7: NBP0023A Infrastructure & Operations Building: Phase 01

## 6.5. 2020 PROJECTS COMPLETED IN 2021

At the start of 2021 several university support projects have been initiated for construction completion within the first quarter of 2022 (with the exception of the Lower Campus Main Gatehouse which forms part of a phased project implementation):

- a) NBP0031: South Campus Drop-off facilities
- b) NBP0031: Student Pavilions
- c) NBP0015: Lower Campus Temporary Gatehouse
- d) NBP0015: Lower Campus Gatehouse & East Campus Gatehouse

### 6.5.1. NBP0031 SOUTH CAMPUS DROP-OFF FACILITIES

On the southern side of the D725 opposite the aforementioned Lower Campus Main Gatehouse a public transport stop and drop-off facility is also planned. The drop-off facilities will comprise of the necessary road infrastructure to accommodate vehicular drop-off and collection of students. The project makes provision for a safe covered student waiting area with ablution facilities and a guard house. Consultants were briefed in the last quarter of 2019. Coordination, works information and tender was concluded during 2020, with the contractor appointed in December 2020 with anticipated completion for the second half of 2021.



*Figure 8: NBP0031 Schematic view of drop off building*

### 6.5.2. NBP0031 STUDENT PAVILIONS

To improve student life and encourage exchange among students a series of pavilions are introduced at strategic locations on the Lower Campus. These proposed structures, located throughout the campus accommodate student pause spaces, under a memorable shelter, providing for seating, information boards, waterpoint and wi-fi connectivity. Three pavilions are to be constructed in the first phase of their implementation. Coordination, works information and tender was concluded during 2020, with the contractor appointed in December 2020 and anticipated completion mid 2021.



Figure 9: Perspective of one of the Student Pavilion's located within the natural landscape of the Lower Campus

### 6.5.3. NBP0015 LOWER CAMPUS GATEHOUSE, EAST CAMPUS GATEHOUSE & SOUTH CAMPUS GATEHOUSE

The existing entrance gate to the Lower Campus is wholly inadequate and needs to be reconstructed. The current configuration only allows for single vehicular access and egress. The area outside the campus gate along the D725 is the drop-off and loading area for most of the students using public transport. In excess of 200 students can be seen waiting outside the gate, with no amenities or shelters.

The project plan is to increase the vehicular capacity of the gate, add appropriate spaces for guards and safety officers, provide for an information desk to deal with queries at the entrance to the university, provide shelters and waiting areas for students.

Design for the project started in October 2018 and required extensive coordination. Coordination, documentation and tender took place during 2020,

with the contract awarded to a successful contractor in the first quarter of 2021. An alternative access plan was extensively coordinated in line with respective projects that are under construction on campus to ensure a means for safe access for students, staff and visitors on to the Lower Campus during the time that the new Lower Campus Main Gatehouse is being constructed.

The project consists of three separate phases, of which the contractor commenced implementation in August 2021:

**Phase 01:** A temporary gatehouse facility which includes both vehicular and pedestrian student access along with a public transport drop-off area, was initiated mid-2021 and completed by end-2021.

**Phase 02:** Demolition of the Lower Campus Main Gatehouse has been completed with the construction of the new Lower Campus Main and East Gatehouse underway with a targeted completion date of October 2022.

**Phase 03:** Construction of the South Campus Gatehouse will commence by mid-2022 upon the completion of the South Campus Drop-off Zone and Road Infrastructure with anticipated completion by the first quarter of 2023.

## 6.6. ACADEMIC YEAR 2021

Towards the middle of 2020 a number of academic and university support projects have been initiated for construction early 2022:

- a) NBP0015: Lower Campus Gatehouse, East Gatehouse & South Campus Gatehouse
- b) NBP0023B: Facilities and Infrastructure Management Building (former Dardla Renovation and expansion)
- c) NBP0026: Orchard Campus Great Hall
- d) NBP0024: Orchard Campus Academic Building: Law Building
- e) NBP0025: Orchard Campus Academic Building: Nature Conservation Building
- f) NBP0037: Orchards Campus Central Service Building

### 6.6.1. NBP0023B: FACILITIES AND INFRASTRUCTURE MANAGEMENT BUILDING (FORMER DARDLA RENOVATION AND EXPANSION)

In 2021 the contracts of the building contractors for projects being implemented came to an end. In 2021 an extensive procurement process ensured the appointment of 2 new building contractors on a three-year framework contract for the implementation of several planned projects that follow.

The former (NBP0023A) project proposed a two-phased approach to the implementation of a Facilities and Infrastructure Management Precinct on the

South Campus. With the completion of Phase 01 in mid-2021, the necessary planning and documentation of Phase 02 has been ongoing since mid-2020. Phase 02 Proposes the implementation of a new structure that will serve as an office component, facilities storage of vehicles, consumables and equipment and support staff ablutions and break out facilities.

The contractor has been appointed early-2022. Construction to commence in the first quarter of 2022 with a targeted completion date of June 2023.

#### 6.6.2. NBP0026 THE GREAT HALL

With the construction of civil engineering services on the Hill and Orchards Campuses having been concluded at the end of 2020, the planning and documentation of the first buildings of the campus has been a key focus during 2021.

The first phase of buildings in consultation with the executive agreed on the development of a University Great Hall and two multi-purpose academic buildings to be constructed on the Orchard Campus. This grouping of buildings will constitute the catalyst and heart of the new expansion.

The Great Hall is planned to provide for over 1200 seats to accommodate graduations, multiple types of performances and celebrations. The Great Hall development includes two annex wings, which includes seminar rooms, offices, exhibition space, a resource center and advancement facilities with necessary support space across 3 storeys.

The building is positioned on the slope leading into the existing orchards and will overlook the whole of the Hill and Orchard campus. A central square and lawn will flow from the water course all the way up to the steps leading to the Great Hall. The processional celebrations at the university has been a key informant in the design process. Due to the complex nature of this building, thorough planning and engagement with the necessary specialists are critical.

The project was initiated in the first quarter of 2020, with ongoing client engagement towards a developing design for the remainder of the year with consultant briefing taking place in the last quarter of 2020. 2021 Has seen extensive design coordination, works information production and tender with the anticipation of a contractor breaking ground in the first quarter of 2022 over an 18-month project implementation timeline.



Figure 10: Schematic view of Teaching Venue in Annex Wing

### 6.6.3. NBPO024 ORCHARD CAMPUS ACADEMIC BUILDING 01: LAW BUILDING

The two academic buildings will accommodate a large variety of academic space, exam venues, seminar spaces, libraries, study spaces and offices. The two buildings will enhance the focus of the Great Hall on the central square and lawn. NBPO024 will house the Faculty of Law and house the Bachelor of Law Programme as submitted to the Council for Higher Education (CHE) for accreditation. The facility will include a combination of raked and flat teaching venues and seminar rooms for up to 390 students collectively, alongside offices and support facilities for academic staff.

Specialist programme for the Faculty of Law would see the inclusion of a Moot Court for simulated court proceedings as well as a Law Library.

The project was initiated in the first quarter of 2020, with ongoing client engagement. Much of 2021 has been dedicated to design coordination, works information production and tender, with the anticipation of a contractor breaking ground in the first quarter of 2022 with targeted completion by mid-2023.



Figure 11: Design development of the Future Nature Conservation building



Figure 12: Courtyard view of the Future Nature Conservation Building

#### 6.6.4. NBP0025 ORCHARD CAMPUS ACADEMIC BUILDING 02: NATURE CONSERVATION

This building is planned to house an existing programme within the Faculty of Agriculture and Natural Sciences under the School of Biology and Environmental

Sciences, namely Nature Conservation. This will be a relocation from the existing facilities at L006 on Lower Campus which comes as a result of space shortages due to expanding programmes at the current facilities and accommodates the planned expansion of the academic programme to include a BSc. Forestry degree that will be housed in a future planned academic building, NBPO028.



Figure 13: Design development of the Future Nature Conservation building

The facility will include a combination of raked and flat teaching venues for up to 650 students collectively, alongside academic & post-graduate offices and support facilities for academic staff. Flat venues will be included to accommodate institutional assessment. Specialist programme for the Diploma Programmes of Nature Conservation would see the inclusion of smaller research laboratories along with associated laboratory services. Additional laboratory-based subjects would be accommodated within the existing Science and Laboratory precinct on Lower Campus.

The project was initiated in the first quarter of 2020, with ongoing client engagement towards a developing design for the remainder of the year. Much of 2021 has been dedicated to design coordination, works information production and tender, with the anticipation of a contractor breaking ground in the first quarter of 2022 with targeted completion by mid-2023.

### 3.3.5. NBPO037 ORCHARD CAMPUS CENTRAL SERVICE BUILDING

In 2021, several enabling projects that will support the full functionality of the new first phase of buildings on the Orchard Campus have been identified and planned. These enabling projects are planned to accommodate bulk services for the new academic buildings, public open space between the buildings as well as secondary road and parking infrastructure to service the Orchard Campus.

The Central Service Building will service the planned new buildings to be constructed on Orchard Campus, namely, NBP0024, NBP0025 & NBP0026. The building programme comprises of a Mechanical Chiller Plant and Operations Staff Changing Facilities and a Kitchenette along with the necessary support spaces. Additional services to be accommodated in the Central Service Building include the electrical mini substations as well as irrigation control equipment. The building is designed to accommodate increased growth on the Orchard Campus by means of baseline mechanical service provision.

The project was initiated mid-2021 with coordination between the professional team on an ongoing basis. The project is planned to commence on site by June 2022 with an anticipated completion within the first quarter of 2023.



Figure 14: Design development of the Future Nature Conservation building

## 6.7. BULK AND SITE INFRASTRUCTURE

### 6.7.1. SITE INFRASTRUCTURE

The development of site infrastructure is aimed to ensure that buildings and facilities provided for future onsite facilities will have the necessary infrastructure and services to function effectively. The infrastructure projects throughout the Lower Campus have been completed.

The focus during 2021 was to complete the site infrastructure on the Orchard and South Campuses. This infrastructure will provide services to proposed new buildings that will be developed, including:

- Roads, access to the South Campus from the municipal (D725) road and stormwater infrastructure,
- Potable and fire water infrastructure connected to the 3,2MI municipal reservoir,
- Irrigation networks connected to on-site impoundment water,
- Wastewater networks connected to the municipal owned bulk sewer infrastructure, and
- Medium Voltage (11kV) site reticulation cables and miniature substations.

The focus during 2022 will be to complete installation of electrical switchgear and generators in switching stations to ensure functional electrical infrastructure to all new buildings and facilities and the termination of all Eskom connections on the Mbombela Campus.

#### 6.7.2. DAMS AND IMPOUNDMENTS ON THE MBOMBELA CAMPUS

Water retaining structures were developed during 2019 and 2020 to allow for retention and attenuation of storm water on the Lower, Orchard and Hill campuses from future new developments during excessive rainfall periods. Operational, Maintenance and Emergency Preparedness plans were developed for all water retaining structures on the Mbombela Campus. Maintenance and dam improvement inspections were undertaken, during 2021 with proposals to improve and maintain dams during the first semester of 2022. An extensive vegetation rehabilitation programme which started in 2020 was concluded during 2021 along the water course on the Orchard Campus.

#### 6.7.3. ELECTRICAL INFRASTRUCTURE ON THE SOUTH CAMPUS

The South Campus is currently supplied with electricity through several Eskom connections. The installation of the planned South Campus MV reticulation were initiated during 2020 to plan termination of the Eskom supply and to supply the South Campus via an underground 11kV ring network from the existing switching station situated at the Lower Campus.

#### 6.7.4. CHILLER PLANT SERVICES ON THE LOWER CAMPUS

The centralized air conditioning system on the Lower Campus was extended to allow for air-conditioning on the new Archive and Academic building. These extensions were initiated during 2020 and were completed during 2021 and comprise Cooling Type Chillers, air handling units and insulated reticulation to service the Archive and Academic building.

#### 6.7.5. BULK INFRASTRUCTURE

Based on a Services Agreement between the UMP and the Mbombela Local Municipality (MLM), it was agreed that bulk infrastructure including potable

water, sewer and electrical infrastructure will be implemented by the University. The new regional bulk water and bulk sewer infrastructure were implemented and completed in collaboration with the municipality's concessionaire, Silulumanzi Sembcorp in 2018.

### **Bulk electrical infrastructure**

It was agreed with the Mbombela Local Municipality in the Services Agreement that the existing Nels River substation site would be extended to accommodate an additional 20 MVA substation to address the University's need for electricity beyond 2022 and in line with the MLM's master plan for bulk electrical supply. The bulk of the construction of this 20 MVA substation was completed during 2021 with the commissioning and testing of the installation to be done during the first quarter of 2022.

The implementation of this project is done in lieu of payment of bulk services contribution by the University to the Mbombela Local Municipality.

The Municipality completed the upgrade of the D725 and access roads to the University Campuses during 2021.

Upgrading of the R40 intersection is still high priority. The City of Mbombela is responsible to acquire funding and provide direction for the implementation of this project. The University has confirmed its co-operation and support with any initiative and direction afforded by the municipality to realise this project. The University will contribute its bulk services contribution towards the completion of these projects.



Figure 15: View of the electrical infrastructure of the 20 MVA Nels River Substation .....

# 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

The agendas of Senate focused on both internal academic matters as well as those affecting the higher education sector broadly.

The main focus of the higher education sector in 2021 was on mitigating the impact of COVID-19 on the academic project and to ensure it quality. This involved the continuation of online learning as the dominant mode of delivery as was adopted in 2020. At the same time, there was a gradual introduction of in person teaching especially in programmes involving laboratories and experimentation. In the case of the University of Mpumalanga, the 2021 Academic Year commenced on 1 March 2021 as a result of the extension of the 2020 Academic Year to 31 January 2021.

## 7.3 SENATE MEMBERSHIP AND ATTENDANCE

**TABLE 17: MEMBERSHIP AND ATTENDANCE OF SENATE**

Name	Designation	Attendance
Prof TV Mayekiso	Vice-Chancellor and Chairperson	100%
Prof S Sommers	Deputy Vice-Chancellor: Teaching and Learning	100%
Mr S Legodi	Registrar	75%
Ms N Shongwe	Deputy Registrar: Academic Administration	100%
Dr E Tshikwatamba	Campus Director: Siyabuswa	100%
Mr J Vele	Chief Information Officer	100%
Prof P Lukhele-Olorunju	Director: Research Management	100%
Ms Z Mathe	Director: Library and Information Services	75%
Prof M Mbewe	Dean: Faculty of Agriculture and Natural Sciences	100%
Prof V Gumede	Dean: Faculty of Economics, Development and Business Sciences	100%
Prof H Israel	Dean: Faculty of Education	100%
Dr P Maminza	Dean of Students	75%
Prof C Gwandure	HoS: Social Sciences	75%
Prof E Boshoff	HoS: Development Studies	100%
Prof F Kutu	HoS: Agriculture Sciences	100%
Prof J Sibanyoni	HoS: Hospitality and Tourism Management	100%
Prof D Parker	HoS: Biology and Environmental Sciences	100%
Prof T Ngqondi *	HoS: Computing and Mathematical Sciences	100%
Prof N Wayi-Mgwebi ****	HoS: Computing and Mathematical Sciences	100%
Dr RH Khwidzhili	Programme Leader: Advanced Diploma in Agriculture	100%
Dr T Madzivhandila	Programme Leader: Bachelor of Development Studies	50%
Prof P Siyongwana ***	Programme Leader: Bachelor of Development Studies	100%
Dr N Zhakata	Programme Leader : Diploma in ICT in Applications Development	100%
Dr LN Maqubela	Programme Leader: Bachelor of Arts	50%
Prof A Maredza	Programme Leader: Bachelor of Commerce	100%
Dr J Masalesa	Programme Leader: Bachelor of Education in Foundation Phase Teaching	0%

Dr N Mathaba	Programme Leader: Advanced Diploma in Agricultural Production Management and Post-Harvest Technology	100%
Dr O Mhlanga	Programme Leader: Hospitality Management	75%
Prof V Mlambo	Programme Leader: Diploma in Animal Production	100%
Dr J Molepo	Programme Leader: Bachelor of Administration	100%
Prof T Mwabvu	Programme Leader: Bachelor of Science	75%
Dr M Ndlovu	Programme Leader: Diploma in Nature Conservation	100%
Dr J Ndoro	Programme Leader: Bachelor of Agriculture in Agricultural Extension and Rural Resource Management and Bachelor of Agriculture in Agricultural Extension Honours	75%
Mr JM Seema	Programme Leader: Diploma in Agriculture	100%
Prof A Okharedia	Professor in Sociology: School of Social Sciences	100%
Prof B Kalema **	Associate Professor: School of Computing and Mathematical Sciences	100%
Prof G Mahlomaholo	Professor in Education: Faculty of Education	100%
Prof W Mbeng	Associate Professor: School of Biology and Environmental Sciences	50%
Dr M Bembe	Academic Staff Representative	100%
Dr F Niyimbanira	Academic Staff Representative	100%
Dr M Makgaleng	Academic Staff Representative: Siyabuswa Campus	75%
Dr S Machingambi	Deputy Director: Academic Support Services	75%
Dr M Matiwane	Programme Leader: Bachelor of Science in Agriculture	25%
Ms MC Ledwaba	Council Representative	100%
Mr M Nkosi *****	Council Representative	100%
Ms C Magagula	SRC Representative: SRC President	75%
Mr NP Sibande	SRC Representative: Academic Officer	75%
<b>TOTAL</b>		<b>96%</b>

*\*Resigned on 31 March 2021*

*\*\*Term of office started on 01 May 2021*

*\*\*\*Resigned on 30 June 2021*

*\*\*\*\*Term of office started on 01 July 2021*

*\*\*\*\*\*Term of office expired on 21 August 2021*

**Senate held four ordinary meetings in 2021 as follows:**

01 March 2021  
01 June 2021  
07 September 2021  
02 November 2021

The average attendance was 96%.

## 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 meets before each meeting of Senate and makes recommendations to Senate on reports from Senate Committees, Faculty Boards and the Management Committee.

**TABLE 18: MEMBERSHIP AND ATTENDANCE OF THE EXECUTIVE COMMITTEE OF SENATE**

Name	Designation	Attendance
Prof TV Mayekiso	Vice-Chancellor and Chairperson	100%
Prof S Sommers	DVC: Teaching and Learning	80%
Mr S Legodi	Registrar	100%
Prof E Tshikwatamba	Campus Director: Siyabuswa	80%
Prof M Mbewe	Dean: Faculty of Agriculture and Natural Sciences	100%
Prof V Gumede	Dean Faculty of Economics, Development and business Studies	100%
Prof H Israel	Dean: Faculty of Education	100%
Prof T Ngqondi *	HoS: Computing and Mathematical Sciences	100%
Prof E Boshoff	HoS: Development Studies	100%
Prof V Mlambo**	Programme Leader: Diploma in Animal Production	50%
<b>Average attendance</b>		<b>91%</b>

*\*Resigned on 31 March 2021*

*\*\*Term of office started on 01 April 2021*

**Four ordinary meetings of the ECS and one special meeting were held in 2021 as follows:**

17 February 2021

21 May 2021

21 August 2021

19 October 2021

The special meeting was held on 01 September 2021.

The average attendance was 91%.

## **7.5. ACADEMIC PLANNING AND DEVELOPMENT OF THE PROGRAMME QUALIFICATION MIX**

Throughout 2021, 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. The primary guiding principles were access and articulation. There was a clear drive to introduce postgraduate qualifications up to the Doctoral levels. In 2021, the University received PQM clearance from the Department of Higher Education and Training for twenty-four (24) programmes and accreditation from the Council for Higher Education for sixteen (16) programmes. The newly accredited programmes, which were introduced in 2021, are the following:

- Bachelor of Science Honours in Geography
- Bachelor of Science Honours in Ecology
- Bachelor of Science Honours in Entomology
- Master of Commerce
- Master of Arts
- PhD in Agriculture
- PhD in Philosophy (general)
- PhD in Development Studies
- Bachelor of Laws
- Bachelor of Information and Communication Technology
- Higher Certificate in Information Communication Technology in User Support
- Bachelor of Arts Honours in Industrial Psychology
- Bachelor of Arts Honours in Psychology
- Bachelor of Arts Honours in Siswati
- Postgraduate Diploma in Hospitality Management
- Postgraduate Diploma in Information and Communication Technology
- Master of Science
- BA Honours in Geography
- BA Honours in Sociology
- BA Honours in English
- BCom Honours in Economics

**At 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: 6**
  - 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
  - Bachelor of Commerce Honours in Economics
- **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

The goal of the University is to ensure that its PQM allows for multiple entry levels and supports articulation and progression between qualifications as per the 2020-2025 Enrolment Plan.

## **7.6. TEACHING AND LEARNING POLICY FRAMEWORK**

In 2021, two policies were revised and approved by Council. These were: E-Learning Policy and the Master's and Doctoral Degrees Policy. This was in support of the online teaching and learning as well as the introduction of a number of Masters degrees in 2021.

## **7.7. UNIVERSITY CAPACITY DEVELOPMENT PROGRAMME**

The University of Mpumalanga was allocated a total grant of R3 512 979.00 for the 2021 academic year

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 2021 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. Six staff members graduated with a doctoral degree, 1 staff member with a Masters degree and 6 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 Orientation Week adopted a hybrid format with different groups of students rotating between in person interaction as well as virtually. 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. The appointment of a UCDP Co-ordinator was approved by DHET and the recruitment process was finalised in 2022.

## 7.8. ADMISSIONS

The total enrolment at UMP increased to 5401 in 2021. The number of students in each of the qualifications is shown in the table below:

**TABLE 19: ENROLMENT STATISTICS**

Programmes	2021				
	1st	2nd	3rd	4th	Total
Diploma in Agriculture	209	310	209	/	728
Diploma in ICT	135	108	125	/	368
Diploma in Nature Conversation	123	121	56	/	302
Diploma in Hospitality Management	182	136	95	/	413
Diploma in Animal Production	56	39	/	/	95
Advanced Diploma in Agriculture in Agricultural Extension	16	/	/	/	16
Advanced Diploma in Hospitality Management	22	/	/	/	22
Advanced Diploma in Agricultural Production Management	21	/	/	/	21
Advanced Diploma in Agriculture Post-Harvest Technology	30	/	/	/	30
Advanced Diploma in Nature Conversation	12	/	/	/	12
Advanced Diploma in ICT	21	/	/	/	21
Postgraduate Diploma in Nature Conservation	4	/	/	/	4
Bachelor of Arts	289	235	241	/	765
Bachelor of Commerce	126	46	63	/	235
Bachelor of Administration	155	104	/	/	259
Bachelor of Development Studies	195	140	197	/	532
Bachelor of Agriculture	54	32	57	/	143
Bachelor of Science	120	77	54	1	252
Bachelor of Science in Agriculture	106	76	127	147	456
Bachelor of Science in Environmental Sciences	86	52	/	/	138
Bachelor of Education in Foundation Phase Teaching	126	98	99	108	431
Bachelor of Development Studies Honours	21	/	/	/	21

Bachelor of Agriculture Honours in Agricultural Extension and Rural Resources Management	20	/	/	/	20
Bachelor of Commerce Honours in Economics	6	/	/	/	6
Bachelor of Arts Honours in English	6	/	/	/	6
Bachelor of Arts Honours in Sociology	3	/	/	/	3
Master of Agriculture in Agricultural Extension	24	/	/	/	24
Master of Development Studies	19	/	/	/	19
Master of Science in Agriculture	27	/	/	/	27
Master of Education in Early Childhood Education	25	/	/	/	25
Master of Science	7	/	/	/	7

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

**TABLE 20: ENROLMENT BY MAJOR FIELD OF STUDY**

Programmes	2021				
	SET	Business & Management	Education	Humanities	Total
Diplomas	1493	0	0	413	1906
Degrees	989	1791	431	0	3211
Advanced Diplomas	100	0	0	22	122
Honours	20	27	0	9	56
Masters	58	19	25	0	51
Post Graduate Diplomas	4	0	0	0	4
<b>Headcount Total</b>	<b>2664</b>	<b>1837</b>	<b>456</b>	<b>422</b>	<b>5350</b>

**TABLE 21: DISTRIBUTION OF STUDENTS BY RACE, GENDER AND NATIONALITY**

Category	Number	Percentage
Total student number	5401	100%
RACE		
African	5374	99.50%
White	10	0.18%
Indian	5	0.09%
Coloured	12	0.22%
GENDER		
Female	3294	60.98%
Male	2107	39.01%
GENDER		
Female	5355	99%
White	25	0.46%
White	4	0.07%
White	2	0.03%
White	1	0.01%
White	1	0.01%

According to Table 21, the majority of students at the University were African (99,5%). Only 1% of the student population was either White or Coloured. The least represented population group in 2021 were Indian (,09%). The majority of the students were female (60,98%) as compared to males (39,01%).

## 7.9. ANALYSIS OF STUDENT ACADEMIC PERFORMANCE IN 2021

The academic performance of students during 2021 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 22: 2021 PASS RATE

Pass rate per module	Number of modules	Percentage
100%	77	14.8
85-99%	310	59.7
50-84%	92	17.70%
20-49%	10	1.90%
0-19%	30	5.80%
Total number of modules examined	519	
<b>Average % pass</b>		<b>85.80%</b>

## 7.10. ACADEMIC STAFFING

In 2021, the University employed 160 full time academic staff. In 2021, four nGAP Lecturers joined the University bringing our total to 16. 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 46.2% in 2020 to 47,3 % in 2021 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 2021.

### 7.10.1. ACADEMIC STAFF QUALIFICATIONS

Table 23 presents the distribution of academic staff by qualification and gender.

TABLE 23: DISTRIBUTION OF ACADEMIC STAFF BY QUALIFICATION AND GENDER

Highest qualification	Number	Gender	
		Female	Male
PhD	73(3 Deans and 3 Postdoctoral Fellows)	23 Full time staff 1 Dean 1 Postdoctoral Fellow <b>25</b>	44 Full time Staff 2 Deans and 2 Postdoctoral Fellows <b>48</b>
Masters	60	31	29

Honours	14	6	8
Bachelor's Degree	4	1	3
Advanced Diploma and B.Tech	4	1	3
Diploma	6	2	4
<b>Total</b>	<b>161</b>	<b>66</b>	<b>95</b>

According to Table 23, UMP employed a total of 161 academic members of staff in 2021. The majority of the academic members of staff ( n=73 ) had completed a Doctoral degree, followed by n=60 who 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 2021, four staff members completed their Doctoral degrees and 1 staff member completed a Masters degree.

**TABLE 24: NEW GENERATION OF ACADEMICS (NGAP)**

NO.	NAME	YEAR OF APPOINTMENT	FIELD OF STUDY
1	Ms Cebile Ntombela	Jan 2016	Ecology
2	Mr Sakhile Nsukwini	Jan 2016	Environmental Sciences
3	Dr Precious Shabalala	Fab 2017	Tourism
4	Mr Themba Lukhele	Jan 2017	Development Studies
5	Ms Busi Ndhlovu	Jan 2018	Education
6	Mr Sisa Ngcwangu	Jan 2018	Hospitality
7	Ms Shonisani Mphinyana	Jan 2018	Economics
8	Mr Msakha Mona	Jan 2019	Heritage and Culture Studies
9	Mr Sicelo Dlamini	Jan 2019	Animal Science
10	Ms Phindile Dube	Jan 2020	Agriculture
11	Ms MT Bhuda	Jan 2020	Heritage and Culture Studies
12	Sukoluhle Mazwane	May 2020	Agricultural Science
13	Mr Tshepiso Ndhlovu	Jan 2021	Environmental Sciences
14	Mpho Motseki	01 October 2021	Communication
15	Lebohang Neo	01 October 2021	Entrepreneurship
16	Thobile Mawelela	01 November 2021	Economics

According to Table 24, UMP has a total of 16 nGAP Scholars. Four of the nGAP Scholars were awarded in 2021.

## 7.11. GRADUATION CEREMONY

The 2021 Graduation Ceremony was conducted virtually on 15 July 2021 during which 647 degrees and diplomas were conferred/awarded from 19 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. The majority of the graduates are female (429) and male graduates were 219.

**TABLE 25: 2021 GRADUATES**

Programmes	Gender		
	Total	Female	Male
Diploma in Agriculture	136	49	87
Diploma in ICT	33	20	13
Diploma in Hospitality Management	35	6	29
Advanced Diploma in Agriculture	11	3	8
Advanced Diploma in Hospitality Management	8	0	8
Advanced Diploma in Agricultural Production Management	21	8	13
Advanced Diploma in Agriculture Post-Harvest Technology	16	5	11
Advanced Diploma in Nature Conversation	5	0	5
Advanced Diploma in ICT	11	10	1
Bachelor of Arts	36	5	31
Bachelor of Commerce	15	10	5
Bachelor of Education FPT	89	30	59
Bachelor of Development Studies	78	23	55
Bachelor of Agriculture	24	8	16
Bachelor of Science in Agriculture	53	22	31
Bachelor of Agriculture Honours	13	7	6
Bachelor of Development Studies Honours	21	4	17
Master of Development Studies	1	0	1
<b>TOTAL</b>	<b>647</b>	<b>219</b>	<b>429</b>



UMP 2021 Graduation

**TABLE 26: ACADEMIC TALENT STEWARDSHIP PROGRAMME**

NAME	GENDER	FIELD OF STUDY
Moses Sithole	Male	Agriculture
Precious Leutle	Female	ICT
Kenneth Maduna	Male	Agriculture
Thabang Mashiloane	Male	Agriculture
Confidence Ndlovu	Female	Development Studies
Hlengiwe Zulu	Female	Development Studies

According to Table 26, six Academic Talent Stewardship Fellows were appointed in 2021 in Agriculture, ICT and Development Studies.

## 7.12. ACADEMIC SUPPORT AND STAFF DEVELOPMENT

The programme of academic support for staff continued through 2021 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 coordinated 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.

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 and to address the requirements of the Respondus software that was procured to assist with the proctoring for online examinations.

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 2021 academic year. Consequently, all our students were able to sit for their examinations that started were written in November 2021.

**TABLE 27: TRAINING PROVIDED TO ACADEMIC STAFF MEMBERS IN 2021**

NO	Training	Date
1	Academic Induction For Newly Appointed Staff	28 January 2021
2	Moodle Training Basics	04 February 2021
3	Intermediate Level Moodle Training	10 February 2021
0	Developing Learning Outcomes, Assessment Criteria and Incorporation of Graduate Attributes	10 March 2021
8	Follow-up Engagement with Newly Appointed Staff	22 April 2021
9	Promoting Reflective & Reflexive teaching Practice Through Teaching Portfolio Development	06 May 2021
10	Academic Mentorship Workshop	28 May 2021
11	Teaching and Learning in Higher Education	08 June 2021
12	Academic Induction for Newly Appointed Staff	02 July 2021
13	Moodle Training Session 01 (General Introduction to Moodle and Moodle Basics)	20 July 2021
14	Moodle Training Session 02(Quizzes, Assignments, Discussion Forums & Uploading Learning Content).	21 July 2021
15	Moodle Training Session 03 (General design of Courses and Sharing Best Practices)	23 July 2021
16	Promoting Reflective & Reflexive Teaching Practice Through Teaching Portfolio Development	30 July 2021
17	Evaluation of Teaching /Learning and the Use of Evaluation Data to Inform Teaching/Learning Decisions.	20 August 2021
18	Assessment and Moderation of Learning	01 October 2021
19	Online Assessment of Learning	12 October 2021
20	Online Exams Using Respondus/Lockdown Monitor Workshop	14 October 2021

### 7.13. RECOGNITION OF ACADEMIC EXCELLENCE IN STUDENTS

The Academic Excellence Awards Ceremony for the year 2021 could not take place due to COVID-19 restrictions.

The following awards were made:

#### **First year Undergraduate Diploma and Degree**

Diploma: Ms NN Mayekiso

Diploma in Agriculture

Degree: Ms LP Mamagobo

Bachelor of Arts

**Initial First Diploma**

Ms S Mazibuko	Diploma in Information Communication Technology in Applications Development
Ms S Thibedi	Diploma in Hospitality Management

**First Degree**

Mr J Gbenle	Bachelor of Science in Agriculture
Ms V Nkuna	Bachelor of Education in Foundation Phase Teaching
Ms N Mngometulu	Bachelor of Commerce

**Advanced Diploma Awards**

Ms NP Masina	Advanced Diploma in Hospitality Management
Ms NK Majola	Advanced Diploma in Nature Conservation

**HL Hall and Sons Gold medal Awards**

Mr W Ngobeni	Diploma in Agriculture
Ms TP Mkhwanazi	Bachelor of Science in Agriculture

**Sanlam Award for the Academic Excellence in Nature Conservation**

Ms NF Mthimunye	Diploma in Nature Conservation
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**Keni Foundation for Academic Excellence In ICT**

Mr S Mazibuko	Diploma in Information Communication Technology in Applications Development
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**Vice-Chancellor's Awards**

Mr S Mazibuko	Diploma in Information Communication Technology in Applications Development
Ms N Mngometulu	Bachelor of Commerce

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 212 students received Merit Awards in 2021 based on their academic performance in 2020. 49 students achieved an average final mark of 80 and above. 162 students achieved an average final mark of between 75% and 79%. 156 awards (74%) 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 in a hybrid format from 8 March – 12 March 2021 and student feedback indicates that it is serving

its purpose which is to start the process of bridging the gap between school and university. 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 which forms part of the First Year Experience (FYE) covered the following topics:

- Welcome Address by the Vice-Chancellor
- Welcome by the Deputy Vice-Chancellor: Teaching and Learning
- Welcome by the SRC President
- Introduction to UMP Vision, Mission and Values
- How to succeed at the 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, 2021, 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. Capacity building continued to be a priority: 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 and virtually due to the Lockdown that started in 2020. These opportunities enabled our researchers to present their research, publish their work in accredited journals resulting in some staff members graduating with Masters' and Doctoral degrees.

All research policies, processes and procedures were workshopped with new academics and these were implemented in 2021. The newly developed Policy on Research Publications was implemented in 2021 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. Available and relevant support such as policies, workshops, seminars and data analyses software from other Divisions (Finance, Library and Information Services and Information, Communications and Technology) were made available and communicated to staff to enable emerging researchers to be

conversant with current research, finance, ICT and Library requirements and conversations on academic publishing such as Open Access debates. Financial support for our postgraduate students (Honours and Masters') was sourced from the NRF. R2,535,000.00 was received from NRF/NSFAS for Honours students and R1,755,000 from NRF/NSFAS for Masters' students in the form of bursaries in 2021. Also received from NRF were funds for Rated researchers (R180,000.00) Postdoctoral Fellows (R505,000.00) and Thuthuka applicants (R817,000.00). Other funding related to staff training and development was received from national organizations (NRF, DHET/DSI, Rhodes university) and international organizations (Erasmus+ and WRC). Staff undertaking postgraduate studies were supported through the UMP Research Grant. In 2021, Dr Jorine Ngoro 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, Thuthuka, nGAP Research, Competitive Support for Unrated Researchers and Customised intervention for Black Female scholars with doctoral degrees. UMP also received DSI support for the Nkomazi Project undertaken by UMP and 5 other institutions from which UMP supervised 1 Masters and 1 Honours' student.

## 7.16. RESEARCH TRAINING AND DEVELOPMENT

Postgraduate students were mentored in the areas of Research proposal writing and Research methods, methodology and data analyses by established senior academics of UMP and expert organizations. Staff members were encouraged to engage virtually with their postgraduate supervisors and mentors due to movement restrictions because of COVID-19. Staff Development through Mentorship and Research Skills were prioritised in order to increase the number of staff with relevant research, leadership and management skills and the target groups were identified as emerging and established researchers. Researchers were trained in 7 topics (Methodology, Methods, and Statistical Data Analyses; Proposal writing; Research Ethics; Postgraduate supervision; Writing for Scholarly Publication(s); Mentoring at writing retreats; Mentoring preparations for Scientific Rating by NRF post-PhD). We also identified staff that would attend Leadership and Management training (HELM) and Professorial training (Future professors Programme). Our first HELM graduate who was a Head of School is now a Dean at CPUT; our Future Professors trainees have excellent reports. Five of our emerging researchers were able to apply for NRF Thuthuka Grant and were successful and some trained staff are supervising postgraduate students at Honours and Masters level. The annual writing retreat took place in August 2021 and is evidenced by the increase in journal article units awarded from 60.63 units (2020) to the expected 70.87 units (2021).

## 7.17. RESEARCH EXCELLENCE AWARDS

The University implemented its research excellence award ceremony to promote, recognise and reward research. In 2021, the Research Excellence Awards Ceremony was held on 18 December 2021: Drs Kanayo Ogujiuba and Gordon O'Brien received Faculty Researchers of the Year Awards. Dr Gordon O'Brien also received the NRF Rating Excellence Award.

## 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 UMP researchers submitted for NRF rating in 2021 received positive results. Professor Vusi Gumede, a professor in the Faculty of Economics, Development and Business Sciences, received a C2 Rating (Jan2021 – Dec 2026) from the NRF, and Professor Funso Kutu, a professor in the Faculty of Agriculture and Natural Sciences, received a C2 Rating. Dr Liaan Minnie received a Y2 rating. The total number of rated researchers at UMP is now 11 after the departure of Ms Mpekoa (Y2) and Dr Cawthorn (C1).

**TABLE 28: NRF RATED RESEARCHERS**

Name	Rating	Period
Dr J Giddy	Y2	2020-2025
Dr L Minnie	Y2	2022-2027
Prof B Kalema	C3	2018-2022
Prof T Mayekiso	C3 (Re-rating)	2019-2024 (2013-2018)
Prof D Parker	C3	2017-2022
Dr T Mwabvu	C2	2018-2023
Dr M Ndlovu	C2 (Re-rating)	2020-2025 (2014-2019)
Prof F Kutu	C2	2022-2027
Prof V Gumede	C2	2022-2027
Dr G O'Brien	C2	2020-2025
Prof V Mlambo	C1 (Re-rating)	2021-2026 (2015-2020)

## 7.19. RESOURCE MOBILIZATION

The UMP received grants from the NRF, DSI, NRF/BRICS, DHET (UCDP), WRC, WRC/Wader, WIOMSA, Oak Foundation, NEMISA, European Commission (Erasmus+), Rhodes University to the value of R9,715,657.48 for research purposes, student bursaries, Research Fellow support, Postdoctoral Fellows support, collaboration with partners and customized intervention for capacity building. UMP appreciates the continued support received from NRF for research projects, Postgraduate students, nGAP and Postdoctoral Fellowship support, internship and international collaborations in 2021. Drs Gordon O'Brien, Jorine Ngoro and Ayanda Shabalala received funding for some of their research projects from WRC. Two nGAP scholars received NRF funding for their research projects in 2021; twenty-two Honours and eight Masters' postgraduate students received the NRF/NSFAS funding and two Postdoctoral Fellows were funded by NRF in 2021. UMP fully funded three Postdoctoral Fellows in 2021. 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). Other recipients of international funding were Dr Gordon O'Brien from the Western Indian Ocean Marine Sciences Association (WIOMSA) and Dr Sarah Bownes who replaced Dr Donna Cawthorn on the Oak Foundation Project.

## 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, 70.8 units in 2019 and 64.12 in 2021. The decrease of 6.68 in the units obtained in 2021 is a result of the restriction on conference attendance due to the 2021 Lockdown. The University has submitted 79.2 units in 2021 from journal articles, conference proceedings and book chapters.

## 7.21. POSTDOCTORAL AND RESEARCH FELLOWSHIPS

During 2021, UMP hosted a total of six Postdoctoral Fellows: four in the Faculty of Agriculture and Natural Sciences, one in the Faculty of Economics, Development and Business Sciences and one in the Faculty of Education.

- Dr Jonas Idowu Sagbo, Postdoctoral Fellow funded by UMP and mentored by Prof W Otang-Mbeng for four years.
- Dr Ngwatshipane Madonna Mashabela, Postdoctoral Fellow funded by NRF and UMP and mentored by Prof W Otang-Mbeng for two years.
- Dr Melissa Schmidt, Postdoctoral Fellow funded by NRF and UMP and mentored by Prof D Parker for two years.

- Dr Ebenezer Gbenga Olamide, Postdoctoral Fellow funded by UMP and Mentored by Professor A. Maredza for two years.
- Dr Peter Bamidele, Postdoctoral Fellow funded by UMP and mentored by Professor V Mlambo.
- Dr Mercy Kutu, Postdoctoral Fellow funded by UMP and mentored by Professor G Mahlomaholo.



Partnerships

## 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 three national and one international organisations in 2021: The National organizations are: The South African Environmental Observation Network (SAEON); the Centre of Excellence: Human Development hosted by Wits University and the South African Institute for Aquatic Biodiversity (SAIAB). The international organization we signed an MoU with is the Coventry University in the United Kingdom.

On 3 November 2021 UMP received a delegation from our partner university Baden-Wuerttemberg Cooperative State University Loerrach, Germany. The delegation consisted of Profs Theodore Sproll (Rector), Valentin Weislämle and Wendy Fehlner. The areas of collaboration between UMP and Baden-Wuerttemberg Cooperative State University include student and staff exchange, Tourism Management curriculum development, joint virtual lectures and projects

on Sustainable Tourism. UMP hosted 9 visitors from our Mozambican partner university, Eduardo Mondlane University on 08 - 09 November 2021. The purpose of the visit was to exchange experiences and visit the cooking/restaurant course facilities of UMP as they intend to open a similar course at their university and possibly carry out joint research on dynamics of regional tourism. On 15 November 2021, Prof Jonathan Makuwira, DVC at the Malawi University of Science and Technology visited UMP to discuss possible collaboration. Visitors were also received from Universities in Mozambique: Universidade Save and Universidade Joaquim Chissano on 09 December 2021 to explore potential areas of collaboration.

### 7.23. PUBLIC LECTURES AND GUEST SEMINARS

The following Public Lectures were presented in 2021:

- Dr Emmanuel Tshikwatamba presented the Archbishop Thabo Makgoba Development Trust Annual Public Lecture on “Ethical and Moral Leadership” on 21 October 2021. As a lead up to the lecture, UMP students participated in an Essay Competition and the student who won the Students’ Essay Competition titled “*Integrity: A UMP value that promotes Ethical and Moral Leadership among students*” was Ms Sithabile Vinolia Moyo a 3rd year BSc General from Mbombela Campus.

UMP Professors presented the following Seminars in 2021:

- Professor T Ngqondi presented a seminar on “*Information, Communication and Technology for Development*” on 18 March 2021.
- Professor A Okharedia presented a seminar on “*The Legal Implications of the Implementation of International Labour Standard (ILO) and the Harmonisation of Labour Laws in Southern Africa Development Community (SADC)*” on 06 May 2021.
- Prof G Mahlomaholo presented a seminar on “*My Brother’s Keeper? A Social Realist Understanding of Mentorship and Postgraduate Supervision during the Pandemic*” on 10 June 2021.
- Ms Ina Smith (USSAf), Dr Dale Peters (UCT), Prof Vusi Gumede (UMP), Ms John Sterley (Elsevier), Mr Juan Steyn (Centre for Digital Language Resources) and Mr Sibu Zondi (Emerald Publishing) made presentations during the International Open Access Week (25 – 31 October 2021) opened by the UMP Vice Chancellor, Prof Thoko Mayekiso. The theme for 2021 was “*It Matters How We open knowledge: Building Structural Equity*”.

## 7.24. LIBRARY AND INFORMATION SERVICES

In the year 2021 the Higher Education Institutions continued to experience disruptions caused by the coronavirus (Covid-19) pandemic. As a result, there was a dire need to improve the approaches used to support teaching, learning and research activities whilst ensuring that the library maintains its capability and productivity despite the challenging circumstance. Since its inception, the library has adopted the hybrid service delivery model, giving library users options for how they like to receive services, that is whether face-to-face or virtually. Due to the lockdown experienced the previous year, the library decided to visualize and assess its business model to see if both offerings (virtual and face-face) are responsive to the challenges triggered by the pandemic. Different strategic management tools were used amongst others including the Business Canvas Model to help the library understand its current business model and clearly identify possible ways of improving its services. This process enabled the library to:

- gain insights into its value proposition,
- have a clear understanding of the library's existing business model and if the model meets both virtual and onsite needs of students,
- understand the channels in which library services are delivered and whether these are desirable to students,
- identify areas that need improvement and activities that will enable the library to improve its services.

Ultimately, it was discovered that more improvement is needed to support students virtually. Therefore, the library's focus in the reporting year was to improve the services and support offered to students online.

### A RESILIENT LIBRARY WITH FLOURISHING ONLINE PRESENCE

New services were developed and trialed in response to challenges presented by the pandemic to improve the support and services offered to students online. The online services have been co-created with library users and working in collaboration with different internal and external stakeholders.

#### a. Use of WhatsApp as a communication channel

In the user satisfaction survey conducted by the library in 2021, library users indicated WhatsApp as the most convenient channel they prefer to communicate with on matters related to library services. **A WhatsApp solution** was trialed using one device and a total of 700 unique student queries were received from students in 2021. This solution has been gaining a lot of traction from students with some indicating its convenience as the main reason for preference. It is therefore recommended that a WhatsApp for a business

solution that includes short message services be considered as one of the communication channels for the university.

#### **b. Booking a session with a librarian**

The library collaborated with ICT in rolling out the application that students use to book one on one or group sessions with Librarians. Microsoft 365 Booking application was adopted to support this function. Students have been using the application well until there were challenges experienced with the Microsoft License. Engagements on consistent access to the Microsoft Booking application have been held with ICT. Table 1 shares the booking calendars per Faculty that were developed and are used by students.

**TABLE 29: BOOKING A SESSION WITH A LIBRARIAN**

Booking calendar per Faculty	Librarian responsible
<u>Faculty of Agriculture and Natural Sciences</u>	Ms Zine Sapula
<u>Faculty of Economics, Development and Business Sciences</u>	Ms Shela Bopape
<u>Faculty of Education</u>	Ms Silindile Dube

#### **c. Assignment Mastery Toolkit**

The Assignment Mastery Toolkit was put together as a guide to assist students with the information they may require through different stages of writing an assignment. Its development was influenced by the assignment writing queries that librarians received from students in the year 2020. Information Literacy standards were used as guiding principles for this development. The library believes that students who use the tool will 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 (ACRL, 2015).

#### **d. Postgraduate online support**

Postgraduate students were struggling to get adequate resources during the lockdown to conduct their research. In response to this challenge, the library developed the Postgraduate online support guide which is a self-help tool with information and resources linked to different stages of the research lifecycle. The guide has an instant chat application embedded on it enabling the library to respond instantly to queries logged by students. The input is constantly gathered from academics to improve the quality of the information provided on the guide.

## 7.24.1. BROADENING ACCESS TO CONTENT

### List of databases accessible to students and staff in 2021

- a. EBSCOHOST academic complete
- b. Sage Research Methods
- c. Science Direct Freedom Collection
- d. Taylor and Francis

### List of e-books collections accessible:

- a. **EBSCO eBooks:** Students have access to more than 2,4 million ebooks available through EBSCO to all library users.
- b. **Perlego:** The library subscribes to Perlego eBooks platform which offers students access to over 900 000 academic and non-fiction titles. The subscription to Perlego started in 2019 with only 170 user licenses. In 2021 licenses were added to 250 because of the growing number of students accessing the platform. By the end of 2021, Perlego eBooks database had 1284 users registered for access. To ensure that more students have access to the eBooks platform, a new procedure was implemented to manage the circulation of licenses among library users. This has enabled us to broaden access to the database by more than 20%.
- c. **ProQuest eBook Central:** ProQuest eBook Central is another eBook platform that students have access to. The platform indexes more than 187 000 e-book titles. A total of 628 titles were used in the reporting year 2021 of which 271 of those were unique titles that are found only in ProQuest subscription products and not in other aggregated subscription collections. The unique titles used equals 43% of the total number of titles accessed by library users in 2021.

**TABLE 30: PROQUEST EBOOKS USAGE**

Number of Titles used	Titles used	Total cost to purchase titles as 1 user access	Total cost to purchase titles as unlimited access
Total Titles used	628	\$152, 993	\$226,947
Unique titles used	271	\$64, 098	\$106,133

The library started subscribing to ProQuest eBook Central in 2020 and Table 30 gives an indication that the usage of the database has increased by more than 50% in comparison to the previous year of subscription.

**TABLE 31: PROQUEST EBOOKS USAGE 2020-2021**

Year	Sum of Book Downloads	Sum of Total Pages Read	Sum of Chapter Downloads	Sum of Total Pages Printed	Sum of Total Pages Copied
2020	92	2233	76	1186	81
2021	180	11381	310	5488	161
<b>Grand Total</b>	<b>272</b>	<b>13 614</b>	<b>386</b>	<b>6 674</b>	<b>242</b>

**TABLE 32: TOTAL NUMBER OF PRINT BOOK TITLES ACQUIRED**

Year of Purchase	Total # of Titles purchased	Total cost
2019	1249	R1 044 897,83
2020	266	R580 297,26
2021	193	R374 364,06

A total of 193 print book titles were purchased in the year 2021. The purchasing of print books over a period of 3 years is declining, and below are some of the reasons that contribute to the decline

- Most of the titles needed to support programs are already accessible on the three eBook collections that the university subscribes to,
- The disruption caused by the lockdown that was experienced in 2021 resulting in limited interactions between academics, library staff and suppliers as well as the delayed responses from parties involved in the acquisitions process,
- Prioritizing the acquisition of electronic books over print broadened access to and use of electronic books.

#### 7.24.2. TEACHING AND LEARNING SUPPORT - USER EDUCATION & TRAINING

##### **Library Orientation**

During the Orientation week, a total of 200 students attended the library orientation program.

##### **Information Literacy training**

The library offers Information Literacy Training to First year students as part of the First year Experience program. The program is also extended to other levels of study and is offered whenever requested by the respective academic. The purpose of the program 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:

- a. **Standard One:** The information literate student determines the nature and extent of the information needed.
- b. **Standard Two:** The information literate student accesses needed information effectively and efficiently.
- c. **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.
- d. **Standard Four:** The information literate student, individually or as a member of a group, uses information effectively to accomplish a specific purpose.
- e. **Standard Five:** The information literate student understands many of the economic, legal, and social issues surrounding the use of information and access and uses information ethically and legally.

In the year 2021 a total of 970 students were offered Information Literacy training.

**TABLE 33: STUDENTS TRAINED PER FACULTY**

School	Total Number of students trained
Faculty of Economics, Development and Business	Sciences
Bachelor of Development Studies	73
Bachelor of Public Administration	150
Bachelor of Arts	185
Bachelor of Commerce	20
<b>Total</b>	<b>428</b>
Faculty of Education	
School of Foundation phase teaching	385
<b>Total</b>	<b>385</b>
Faculty of Agriculture and Natural Sciences	
FANS	Total # trained
Honours students	137
Postgraduate students –(Master)	20
<b>Total</b>	<b>157</b>

### Looking ahead

Most of the resources that the library developed during the lockdown need to be integrated into the learning activities of students. Our intention in the coming year is to engage academics more on the integration of support offered into the curriculum and identify ways to measure the success through students' performances.

## 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 2021 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 2021**



*Prof Hilda Israel – 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) serves the UMP through the following functions:

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

The activities of the Institutional Forum performed were fully guided by the Higher Education Act (Act. No. 101 of 1997).

## 8.2. COMPOSITION AND ATTENDANCE

### Revision of Membership of the IF for 2021

The membership of the Institutional Forum was constituted with some members replaced due to the expiry of their terms.

The IF extends its gratitude to Prof T Ngqondi for being its Chair up to 1 March 2021. She has since been appointed as the Dean of the Faculty of Informatics and Design at the Cape Peninsula University of Technology.

The Registrar subsequently called a Special IF Meeting on the 19 May 2021, where the new Chair was appointed – Prof Hilda F Israel.

The Deputy Chairperson, Ms N Mnisi, was appointed at the IF meeting of 7 September 2021.

The Executive Committee of the IF was appointed at the IF meeting dated 7 September 2021.

**TABLE 34 : EXECUTIVE COMMITTEE OF THE INSTITUTIONAL FORUM**

	IF EXCO	DESIGNATION
1	Prof H Israel	Chairperson
2	Ms N Mnisi	Deputy Chairperson
3	Ms Z Mathe	Senate Rep
4	Mr C Msimango	Student
5	Dr H Khwidzhili	IF Member

The IF for 2021 constituted 18 members.

The composition and attendance of the Institutional Forum meetings held in 2021 are presented in Table below.

**TABLE 35 : MEMBERSHIP CONSTITUENCY AND ATTENDANCE**

	Name	Constituency	Attendance
1	Prof Hilda F Israel	Chairperson	100%
2	Prof T Ngqondi *	Chairperson	100%
3	Ms N Mnisi **	Support Staff Representative	100%
4	Mr A Ubisi **	Support Staff Representative	100%
5	Ms N Madlakana	Council Representative	100%
6	Mr M Ledwaba ***	Council Representative	75%
7	Ms N Ravele ****	Council Representative	100%
8	Dr N Maqubela*****	VC Appointee	0%
9	Prof P Lukhele-Olorunju*****	VC Appointee	100%
10	Ms Q Mashaba *****	VC Appointee	75%
11	Ms N Shongwe*****	VC Appointee	100%
12	Dr N Twaie*****	VC Appointee	100%
13	Vacant	VC Appointee	-
14	Dr G O'Brien	Academic Staff Representative	50%
15	Dr CM O'shea*****	Academic Staff Representative	75%
16	Ms Z Mathe	Senate Representative	50%
17	Dr H Khwidzhili	NTEU Representative	75%
18	Mr H Matonsi	NEHAWU Representative	0%

19	Mr S Legodi	Management Representative	50%
20	Dr L Govender	Management Representative	0%
21	Ms A Khoza	SRC Social & Transformation Officer	25%
22	Ms A Dlamini	SRC Treasurer General	50%

*\*Term of office lapsed on 25 March 2021*

*\*\* Appointed on 20 July 2021*

*\*\*\*Term of office lapsed on 15 August 2021*

*\*\*\*\*Appointed on 01 October 2021*

*\*\*\*\*\*Term of office lapsed on 21 September 2021*

*\*\*\*\*\*Appointed on 20 October 2021*

*\*\*\*\*\*Appointed on 21 May 2021*

### **The Executive Committee met on the following dates:**

24 August 2021

19 October 2021

### **The Institutional Forum held meeting on the following dates:**

1 March 2021

19 May 2021 Special meeting

31 May 2021

7 September 2021

5 November 2021

Workshop held on 29 Nov 2021

## **8.4. REVIEW OF IF ACTIVITIES FOR 2021**

During early 2021, the IF adopted an Action Plan comprising Task Teams to focus on identified responsibilities. The functions and mandate of the IF were shared, with the purpose being that the IF effectively implements its mandate within the UMP community. Members committed to being more actively involved despite Covid-19 limitations.

The following IF portfolios were established:

- Institutional Culture Portfolio
- Employment Equity Portfolio
- Language Policy Portfolio
- Codes of Conduct Portfolio
- Higher Education Act Portfolio

### **Institutional Culture Portfolio**

To foster an institutional culture based on respect, a poster on Human Rights was designed and circulated within the UMP Community on 3 November 2021. The email also clarified what the IF was, and its purpose within the UMP.

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.

#### **Employment Equity Portfolio**

The Employment Equity Plan of the UMP was reviewed for relevancy and suitability.

#### **Codes of Conduct Portfolio**

Webinars were held on 18 October 2021 on *UMP's Code of Conduct* and on 25 October 2021 on *Conflict Resolution*. They were presented by Mr Mfundo Myeki, Director: Employee Relations. Discussion thereafter focussed on experience and knowledge of the documents, as well as their relevance and implementation.

## **8.5. CONCLUSION**

The Institutional Forum works in constant collaboration with the UMP Management. The Vice-Chancellor is consulted on IF plans and activities as the audience for them is the entire UMP community. Her advice is also sought on reports and publications of the IF. Such publications are shared with the Chair of Council and Council members as well.

The members of the IF acknowledge the critical role that it plays within the UMP community. It is thus with renewed hope that it sets out to establish its presence in the future.



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Prof Hilda Israel

## 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 2021, 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 Strategic Plan was implemented to develop the 2021 Annual Performance Plan which was tracked throughout the year on a quarterly basis. The work of the Executive Management focused in 2021 on the mitigation of the impact of COVID-19 on the academic project and ensuring the continuity of the operations of the institution. The provision of management and leadership of the institution was informed by the relevant legislative framework and governance processes.

## 9.2. PRINCIPAL MANAGERIAL/ADMINISTRATIVE ACHIEVEMENTS

One of the administrative achievements was the unqualified audit opinion that was received from PwC, the External Auditors. This was the seventh consecutive unqualified audit opinion that the University received since its inception. The reports received from the Internal Auditors during the course of the year suggest effective and adequate internal controls at the institution. In addition, the Internal Auditors track and monitor the action plans to address the audit findings. Performance on the Annual Performance Plan was 98,4% in 2021 which indicates outstanding performance by the institution. Performance on the Agreed Upon Procedures was also deemed to be satisfactory. Generally, the administrative processes of the institution are aligned to the functions and operations of the institution and are functioning smoothly.

## 9.3. MANAGEMENT COMMITTEE

The Management Committee (MANCO) was fully functional and met twice a month as per its terms of reference. The MANCO meetings were conducted virtually at the beginning of the year and were held in person from April until the end of the year. 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, the Rules and the Higher Education Act 101 of 1997, as amended. There was frequent communication with the Deans and Heads of School to facilitate the migration from contact academic activities to online Teaching and Learning and later to the hybrid format as well as monitored 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 2021.

Performance across all MANCO portfolios was improved in 2021 due to skills and experience acquired during the previous years as well as the development opportunities that were made available. This was evident from the PDRE scores of P1-4 members which ranged 3.78 to 4.92 in the Values Adherence Evaluation and 3.61 to 4.66, the overall score. The performance of the institution on the Annual Performance Plan (APP) was 98.4% in 2021.

The Deputy Vice-Chancellor: Teaching and Learning, Prof Shirley Sommers, assumed duty on 1 January 2021.

The Extended Management Committee (EMANCO) comprising all MANCO members, Senior Directors, Dean, Deputy Registrar and Directors was provided with training on Transformational Leadership on 14 September and 18 November 2021.

#### **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 are Chaired by a MANCO member and 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. The MANCO subcommittees make recommendations to MANCO on matters within their terms of reference.

#### **9.5. STAFF INDUCTION**

UMP recognizes the importance of staff induction, and staff induction workshops were held on both campuses.

The induction process involves the new staff being introduced to the strategic plan and the values of the institution by the Vice-Chancellor and to the various MANCO portfolios by the MANCO members. In addition to the staff induction, a new on boarding process was introduced in 2021 immediately after the assumption of duty by the new staff members. This addition to the induction process has been welcomed by the new members.

**TABLE 36: STAFF INDUCTION**

Campus	Date	Number of Staff
Virtual	27 July 2021	33
Mbombela (in-person)	01 December 2021	13
<b>Total</b>		<b>46</b>

Additional induction sessions were held for academic staff members during which they were introduced to critical aspects that distinguish the UMP academic project such as the educational philosophy of the institution, the graduate attributes, values, teaching methodologies and approaches to assessment.

## 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. The academic staff complement, ranges from Associate Lecturer to Professor which is consistent with the levels of programmes offered at the Undergraduate and Postgraduate levels.

UMP will continue with its drive to recruit staff with 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. The University introduced the Academic Talent Stewardship Programme in 2021 and appointed 6 Fellows as Associate Lecturers for a period of three years as a Grow Your Own Timber Programme.

**TABLE 37 : DISTRIBUTION OF STAFF BY CATEGORY, GENDER, RACE, DISABILITY AND NATIONALITY**

Academic Staff	Number	Race
Female	67	“50 African 1 Coloured 3 Indian 13 White”
Male	94	“84 African 0 Coloured 0 Indian 10 White”
<b>Total</b>	<b>161</b>	<b>“134 African 1 Coloured 3 Indian 23 White”</b>
Support Staff	Number	Race
Female	235	“227 African 1 Coloured 2 Indian 5 White”
Male	164	“159 African 0 Coloured 2 Indian 3 White”
<b>Total</b>	<b>399</b>	<b>“386 African 1 Coloured 4 Indian 8 White”</b>
Total Staff	Number	Gender
Total African	520	“277 Female 243 Male”
Total White	31	“18 Female 13 Male”
Total Coloured	2	2 Female
Total Indian	7	“5 Female 2 Male”
<b>Total staff</b>	<b>560</b>	<b>302 Female 258 Male</b>

Foreign Nationals with Permanent Residence	33	"6 Female 27 Male"
Foreign Nationals without permanent Residence	6	"2 Female 4 Male"
<b>Total Foreign Nationals</b>	<b>39</b>	<b>"8 Female 31 Male"</b>
<b>Total Staff with Disabilities</b>	<b>3</b>	<b>"2 Female 1 Male"</b>

The above table suggests the adequacy of staffing levels considering the workload of both support and academic staff.

## 9.7. THE QUALITY OF INFORMATION AVAILABLE TO MANAGEMENT

The quality of information available to management and the administrative processes continued to improve in 2021. The ITS Integrator was upgraded from version 3 to Integrator 4.1. 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 reporting. The institution was able to improve on its decision making capabilities as well as accurate reporting.

## 9.8. SAFETY AND SECURITY

### 9.8.1. MAINTENANCE, UPGRADING AND RENOVATIONS

As part of maintaining existing infrastructure, the Maintenance Plan for 2021 was implemented through both preventative and on-demand maintenance tasks. For 2021, 1691 preventative maintenance tasks and 3529 on-demand maintenance tasks were achieved, and the monthly reports were submitted. The Integrated Renovation Plan was implemented and monitored through monthly reports. The Tennis/Netball Courts fence and the gate were renovated and completed on 20 April 2021. The tunnel gate was also renovated and complemented on 19 October 2021 at Mbombela Campus, and the monthly reports were submitted. The implementation of the Siyabuswa Beautification Project Phase II was part of creating and maintaining quality estate and facilities informed by the needs of students and staff. The flood lights were installed at the Tennis Courts by the end May 2021 and the painting of the pavilion and the change rooms were completed on 28 September 2021 and the monthly reports were submitted.

## 9.8.2. SAFETY AND SECURITY

The Security Management Plan for 2021 was implemented and monitored through monthly reports. The Security Trellidoor was installed at Building 02 on 28 June 2021. The access control room was upgraded with the installation of CCTV cameras on 13 September 2021 at the Siyabuswa Campus. The temporary access gate was installed with Firearm Safe and CCTV Cameras at the Mbombela Campus. The Security Risk Assessments were conducted by South African Police Service (SAPS) on 24 and 25 March 2021 at the Mbombela Campus and on 28 April 2021 at Siyabuswa Campus. The university further conducted one Security Risk Assessment by Hlosi Security Solutions on 09 April 2021 at the Siyabuswa Campus.

Security awareness campaigns were conducted for staff and students including:

- access control for academics in building 04 on 31 May 2021.
- drugs, GBV and other social ills for Students on 18 August 2021 at Mbombela Campus.
- document security for staff at the Mbombela Campus on 13 December 2021.
- safety and security for students and farm staff on 29 January 2021 and 26 February 2021 respectively.

## 9.9. SAFETY, HEALTH AND ENVIRONMENT

The implementation of the SHE Management Plan 2021 was part of promoting and fostering an environment that is conducive to the health, safety and protection of UMP internal and external stakeholders. The SHE awareness campaigns were conducted on 24 June 2021 and 20 October 2021 at the Mbombela Campus and 28 October 2021 at the Siyabuswa Campus. The fire drills conducted on 14 April 2021 and 06 August 2021 at Mbombela Campus and on 23 April 2021 and 17 September 2021 at the Siyabuswa Campus. The toolbox talks were conducted on 22 June 2021 and 10 November 2021. The safety induction was conducted for the Library Staff on 22 April 2021 at the Siyabuswa Campus.

Further SHE awareness campaigns were conducted for staff and students including:

- injury on duty and office ergonomics for Administration Support Staff on 16 September 2021 at Siyabuswa Campus.
- personal hygiene for Infrastructure & Maintenance Staff on 19 May 2021.
- handling of hazardous substance for Siyabuswa Cleaners on 29 October 2021.
- several health & safety management for Infrastructure & Maintenance Staff on 14 July 2021.
- safety induction for the Hotel and Catering Staff on 23 June 2021.

### **Hotel and Catering Services**

The implementation of the New Catering Management Model was conducted through taking over of catering services from the Private Service Providers. The students catering services and the running of the Tuckshop was taken over from the Private Service Provider from 01 March 2021. The Catering Menus were approved by MANCO on 11 February 2021. Micro's system and MyInventory were activated for restaurants and the dining halls on 19 February 2021. The Hotel and Catering Staff members were trained on MyInventory and Symphony from 14 to 16 September 2021. The Hotel and Catering Services established collaboration with Inhambane Tourism School from Mozambique on 08 November 2021. The Food Safety Plan was implemented and monitored through monthly pest control routines in each quarter of 2021 and the monthly reports were submitted. The food safety audits were conducted on 25 August 2021 and on 02 December 2021 and the monthly reports were submitted.

## **9.10. STUDENT SERVICES AND EXTRA-CURRICULAR ACTIVITIES**

The University continued, during the 2021 academic year, to provide services and extra-curricular activities for students. We are pleased to report that, although the COVID-19 pandemic and its associated challenges, continued in 2021, the University was able to adapt and come up with ways to serve the students. The University was able to provide for 12 functional sporting codes in 2021, namely, athletics, netball, volleyball, soccer, basketball, tennis, cricket, rugby, swimming, supper pool, aerobics and chess which was a great success, taking into account the challenges of COVID-19. The University even introduced an on-line chess tournament which was appreciated by students. The UMP Netball Team, the Long distance runners, and the athletics teams made it to the University Sports South Africa (USSA) tournaments during the year. We are pleased to report that the Mbombela Campus male soccer team was crowned the Champions of the Mbombela Local Football Association (Mbombela stream) in April 2021 for the 2020/21 season.

The University was also able to provide a number of development programmes for the students during the year. The development programmes included, among others, the Financial Literacy Training for 1st year students held on 10 March 2021; a session on "How to succeed at University" which was held at the Siyabuswa Campus on 11 March 2021; a Financial Wellbeing session for first year students on 20 May 2021 which was facilitated by Heartlines; a CV writing session for students On 12 August 2021; a Healthy Nutrition and Fitness session for the first year students on 26 August 2021; a public speaking session for students via the Microsoft Teams online platform on 8 September 2021; a session on managing exam stress and anxiety which was held on 7 October 2021; an exam preparation session on 14 October 2021; the South African Council for Educators (SACE) Job readiness workshop for students at the Siyabuswa Campus on 18 October 2021; a Peer Educators' Workshop facilitated by Higher

Health on 21 October 2021; a session on Responsible Citizenship for 1st year students on 28 October 2021.

Our ENACTUS: UMP Team once again did us proud in 2021. These students, who have become the “brand ambassadors” of UMP continued with their community outreach projects during the year.

The Team also participated in the 2021 ENACTUS National Competition which was held virtually in July 2021. We are pleased to report that our team won the following awards:

- 1st Place for the Harmony Local Economic Development Challenge.
- 2nd Place for the Nedbank Triple Bottom Line Sustainability Award.
- 2nd Place for the Harmony Entrepreneurship & Use of Business Solutions for Community Development Award.
- Finalist Trophy for the Ford 3C Cycle 7.
- Semi Finalist for the 2021 ENACTUS SA Competition.
- Participant for the 2021 ENACTUS SA National Competition.
- Our ENACTUS President won the Best Leadership Award.

The University, held the 2021 Co-curricular Awards Gala Dinner on 6 November 2021 at the Mbombela Campus. The Gala Dinner is an annual ceremony where the University recognises and awards students who have excelled in co-curricular activities during the year. At the same event, students who are recipients of the Vice-Chancellor Scholarship who completed the Personal and Leadership Development Programme received certificates of attendance. 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 wrought by COVID-19.

## **9.11. RELATIONSHIP WITH THE UNIVERSITY COMMUNITY**

The relations with the University community can be characterised as having been cordial in 2021. 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 2021 through scheduled meetings as well as through the “open door” policy. Meetings were conducted in hybrid format. Messages were sent regularly to the University Community from the Office of the Vice-Chancellor as a way of motivating staff and students to remain focussed and resilient despite the challenges associated with COVID-19.



UMP Women's Day

## 9.12. WOMEN'S MONTH ACTIVITIES

UMP Women celebrated Women's month virtually on 25 August 2021 at both the Mbombela Campus and the Siyabuswa Campus.

The theme for 2021 was: "Dare to Inspire". The Guest Speaker was Prof Mzikazi Nduna from Wits University.

Female senior members of Management were profiled in the Leadership Magazine, Mail and Guardian and Sunday Times.

## 9.13. EMPLOYEE WELLNESS

The University has developed an Integrated Wellness Strategy, with four critical pillars to promote holistic wellness. The four Wellness Pillars are:

- Physical Wellness
- Psycho-Social Well-being
- Financial Wellness
- COVID-19 Management

**TABLE 38: EMPLOYEE WELLNESS**

Activity	Date	Event/Awareness	MANCO Champion
World Glaucoma Week	08-14 March	Awareness Eye Awareness Electronic Info Sheet	Executive Director: Human Resources
World Health Day	07 April	Awareness	Campus Director: Siyabuswa
World Blood Donor Day	14 June	Awareness 14 June 2021 Blood Drive (Mbombela Campus) 19 June 2021 Blood Drive Siyabuswa	Executive Director: Finance
SANCA Drug Awareness Week	24-31 June	Awareness Drug Awareness Electronic Info Sheet	Registrar
Wellness Day	17 July (Mbombela) 24 July (Siyabuswa)	Event Wellness Day Event replaced by Financial Wellness workshops due to Covid 19  Mbombela 28 May 2021 22 November 2021  Siyabuswa 25 May 2021 22 November 2021	All
Mental Health Month	10 October	Awareness Mental Vice Chancellor covered Mental Health issues in the October 2021 UMP Newsletter  Electronic Info Sheet	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 Prayer Session on the 25 November 2021 led by the Gender Forum Article on 16 Days of Activism Against Gender Based Violence in the November 2021 Edition UMP Newsletter	All
World Aids Day	01 December	Awareness Staff and Students were provided with ribbons at the university entrances on the 01 December 2021	All
World Disability Day Month	03 November -03 December	Awareness	Dean of Students
Blood Drive	March; June; September and November	Awareness Events Mbombela 14 April 2021 14 June 2021 19 August 2021 24 November 2021 Siyabuswa 19 April 2021 19 June 2021 04 October 2021	All

## 9.14. STUDENT HEALTH SERVICES

### Student Health Services

The provision of health services for students is an important function that the University provides for students. The health services were also provided to students during the 2021 academic year. A number of health services were provided to students, such as, the anxiety support group therapy for students held on 25 March 2021; the bereavement therapy group session for students focusing on how to deal with grief after losing a loved one which was held on 25 May 2021; a group sessions on how to deal with family conflicts; the importance of forgiving; and on how to build healthy relations which were held on 1 August 2021; 8 August 2021 and 18 August 2021 respectively; a session on stress management to 1st year students held on 19 August 2021; a mental health awareness session focusing on depression and suicide on 12 October 2021; 3 health awareness sessions on 19 February 2021; 4 and 10 March 2021; a Blood donation drive and

HIV Counselling and Testing campaign on 19 April 2021; a Trafficking in Persons Webinar conducted by the National Prosecuting Authority (NPA) on 15 October 2021; an awareness campaign on comprehensive health care on 21 October 2021; a candle light prayer in observing 16 days of Activism Against the Abuse of Women and Children was held on 25 November 2021; World Aids Day was commemorated on 1 December 2021 through handing over red ribbons on both campuses.

The University succeeded to continue with the provision of health services to students during the year. 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 2021 academic year.



*UMP 2021 Mandela Day*

### 9.14.3. MANDELA DAY CELEBRATIONS

The Mandela Day Celebrations were held on 30 July 2021 as the University was still on recess on 18 July 2021. The Mandela Day celebrations provide staff and students the opportunity to spend 67 minutes during the day on helping others. Staff and students participated in the following activities:

- Knitting Project that donated blankets to Good Hope Centre in Mattafin, Mbombela and Enzeleni Stimulation Centre at Siyabuswa
- Fundraising and donations
- Food gardens at Portia Shabangu Secondary School, Nelsville Primary School and Valencia Combined School
- Provision of groceries to the Good Hope Care Centre and the Betties Haven Orphanage



*UMP 2021 Archbishop T Makgoba Lecture*

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

The 2021 ATMDT Annual Lecture on ethical and moral leadership was held on 21 October 2021. 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 Speaker was Dr Emmanuel Tshikwatamba, who is the Campus Director at the Siyabuswa Campus of UMP. The winner of the Student's Essay Competition was Ms Sithabile Moyo. The Archbishop attended the lecture virtually.

#### 9.14.5. INSTALLATION OF THE CHANCELLOR

Justice Mandisa Maya was installed as the Second Chancellor of the University of Mpumalanga on 30 November 2021. The august occasion was attended by His Majesty King Makhosoke II Mabena of amaNdebe, the Queen, the Chair of Council, Prof David Mabunda, the Premier of the Province of Mpumalanga, Hon Refilwe Mtsweni-Tsipane, Ms Vuyelwa Magagula, SRC President, amongst the many dignitaries who graced the occasion. Chancellor Maya comes with an illustrious record in the judicial system. She has an excellent track record of women empowerment. We are looking forward to working together with the Chancellor on a number of key projects to advance the vision of the University. One of these projects is the Archbishop Thabo Makgoba Annual Lecture on Moral and Ethical Leadership.

## 9.15. SELF-ASSESSMENT STATEMENT OF THE ACHIEVEMENTS OF THE VICE- CHANCELLOR

The overall performance of the institution during the year under review has been excellent. The University commenced in March 2021 with the 2021 Academic Year following the extension of the 2020 Academic Year until December 2021. The implementation of University processes and systems although initially online, moved to hybrid towards the end of the year. This was necessary to provide students with access to University facilities and staff.

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. 17 new qualifications were accredited by the Council on Higher Education (CHE), and Programme Qualification Mix Clearance of 24 programmes by the Department on Higher Education and Training (DHET). It is very significant to note that three Doctoral programmes were accredited by the CHE, thereby paving the way for the UMP to offer Doctoral degrees. UMP also received accreditation for the Higher Certificate in ICT which will provide opportunities of access and articulation for students interested in registering for the Diploma in ICT.

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”. Arrangements were made for the Study Abroad for two students at the JH JOHANNEUM University, in Graz, Austria. Although the development of the physical infrastructure is visible, substantial development took place in 2021 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 and students continued to participate in a variety of activities both in person and virtually. One of the flagship programmes of the institution, the ENACTUS, won six trophies from the national competition. The institution participated in Mandela Day activities and Africa Day celebrations as part of embracing and celebrating our Africanness and as part of the engagement activities of the institution.

The public lectures and seminars presented by eminent Scholars at the University and have contributed to public intellectual engagement at the University. A number of these public lectures and seminars were attended by members of the community in addition to staff and students. These included the Archbishop Thabo Makgoba Annual Lecture on Ethical and Moral Leadership which has been presented since 2016 and attended by the Archbishop Thabo Makgoba either in person or virtually.

The recipients of the Vice-Chancellor Scholarship Programme continued to excel academically and continue to be role models for other students as tutors and peer mentors. The students are provided with Personal and Leadership Development Programmes that are intended to contribute to the holistic development of the students. A great number of the Vice-Chancellor Scholarship Recipients are pursuing their postgraduate studies at UMP.

## 9.16. 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 and the SRC, academic staff who are riveted on excellence and a vibrant student life, are pleasing developments on our pioneering journey as UMP. The installation of Justice Mandisa Maya as the Second Chancellor of the University signalled a new era in the development of the new institution.

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 and to witness both staff and students excelling in their activities and portfolios, gratifying.



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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

## **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 2021 cover all activities of UMP.

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

## **Budgeting Process**

An incremental based budgeting approach was followed in the preparation of the 2021 budget, with specific variations considered where applicable, based on inflationary and growth projections for staff, students and infrastructure developments and projected operational changes and requirements.

## **Higher Education Environment**

University students are more reliant on DHET bursary funding due to the growing number of financially disadvantaged students. Although this decreases the risk of incurring bad debts, it is resulting in NSFAS expenditure exceeding its budget, which resulted in the UMP's grant subsidy being reduced by R18m (2020 – Rnilm) and the Capital Infrastructure grant by R180m (2020 – Rnilm) during the year to cover the NSFAS deficit.

## **Overview of 2021 financial position**

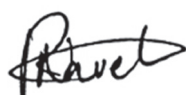
UMP recorded a Surplus of R142,054m and (2020 – R212,364m) for the year under review.

Government grant subsidy of R446,317m (2020 – R440,515m) was received during the year under review. The increase in the grant subsidy of 0.01% was not in tandem with the growth of staff and student numbers as well as the growth of the university's ever-expanding infrastructure. The expanding infrastructure and growth of staff and student numbers directly impacts on the costs of maintenance, cleaning, rates and taxes, water and electricity, security, other operational expenses and relevant support staff cost.

The reliance on NSFAS to fund students remains a high risk to the UMP as the majority of its students are from financially constraint families. The student debt of self-funded students at the year-end was R39,370m (2020 – R43,588m) before providing for doubtful debts of R24,999m (2020 – R20,254m). The bursary receivables debt was R24,701m (2020 – R27,921m) before providing for doubtful debts of R17,529m and (2020 – R16,922m). Careful monitoring and management of student debt and facilitation with both governmental and non-governmental stakeholders for student funding, was required to ensure that student debt remains within manageable parameters.

The improved student funding and recoverability from students and from the various funders, in addition to austerity measures, sound control environment and effective cash flow management, has ensured UMP's financial sustainability. This is validated by the surplus for the year of R142,054m (2020 – R212,364m) as well as the increased liquidity position of R384,437m (2020 – R599,032m). An amount of R455.928m (after the deduction of R180m to cover the NSFAS deficit) (2020 - R608,197m) 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 R268,209m (2020 – R379,650m) 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.



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Ms N Ravele  
Chairperson: Governance Finance and  
Investment Committee



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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 2021.

### 12.1. MEMBERS OF THE ARIGC

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

- Mr. TG Mokoena (Chairperson)
- Ms. GA. Deiner (term expired: 31 March 2021 )
- Ms N Ravele (appointed 1 February 2020)
- Mr D Ramasodi
- Mr P Ganesan (appointed 1 July 2021)
- Mr TS Tshabalala (appointed 1 July 2021)
- Mr OM Galane

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 is efficiently managed. Although certain weakness were 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 auditor's findings 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

Nexia SAB&T is the duly appointed independent external auditor. The designated partner for Nexia SAB&T is Ms Caroline Chigora CA(SA). 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. A conditional concurrence was received by AGSA prior to the appointment of Nexia SAB&T.

The ARIGC in consultation with executive management, agreed to the terms of the engagement for the 2021 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, complexity and scope of the work required.

## 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 2021 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

The strategic goal and aspirations of the University are to provide ICT infrastructure that is state-of-the-art, relevant, robust and fit for purpose. The ICT infrastructure supports ELearning, 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. The 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.

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.

The Internal Auditors provided assurances that 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 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



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Prof M D Mabunda  
Chairperson of Council



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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. Therefore, transformation imperatives are embedded in the core functions of the institution.

## 13.2. TRANSFORMATION PRIORITIES

The following 2021 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:

- Placing students at the Centre: The reconstitution of institutional culture by focusing on the design of the universities to optimise student development and growth.
- The Engaged University: Establishing a national project to theorise and to build models of universities that are engaged in the local context in which they find themselves.
- National Higher Education Conference 2021.
- Review of practices related to people with disabilities in higher education with a view to improving responses.
- Positively influencing higher education sector responses to gender-based violence; and
- Inequalities highlighted by COVID-19.

### 13.3. TRANSFORMATION THEMATIC AREAS

**The University continued in 2021 to promote transformation through the identified 4 themes:**

**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 2021 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 2021 and was discussed by the Transformation Committee. The intention was to embed transformation in the implementation of the Strategic Plan of the institution.

#### THEME 1: INSTITUTIONAL CULTURE

Theme 1 dealt with the promotion of an institutional culture that is informed by the values of the institution. A number of activities were carried out during the 2021 academic year targeting staff and students. Virtual platforms were utilised in those instances where in person engagements could not be conducted. Workshops were provided at Divisional, School and Faculty levels. The objective of the programme is to promote and inculcate an understanding and appreciation of the institutional values of excellence, integrity, diversity, collaboration, adaptability, relevance and inspiration. Values adherence workshops were provided to the Faculty of Education on 9 June 2021; Finance Division on 30 June 2021; Siyabuswa Support Staff on 28 October 2021 and Siyabuswa Operations Staff on 4 November 2021.

The University developed the Values Booklet for Line Managers in 2021. The booklet is a tool which will ensure that Line Managers are not only aware of the UMP values but they also promote them in their areas of work.

All the members of Executive Management at levels P1 -4 were assessed on a 360 degrees basis on their values adherence as part of the annual performance appraisal system. The performance ranged from 3.78 to 4.92.

Transformational leadership workshops were held for EMANCO on 14 September 2021 and 18 November 2021. These workshops were meant to provide the Management of the institution with the requisite leadership knowledge and

skills to drive the transformation agenda of the institution by adopting the transformational leadership style.

In line with its African identity, UMP celebrated Africa Day at both campuses on 25 May 2021. The celebrations were conducted in a hybrid format.

## **THEME 2: EQUITY AND REDRESS**

The Equity and Redress thematic area was implemented through the implementation of the Employment Equity Plan (2020 – 2022). Careful attention was paid to the numerical targets to ensure alignment with the targets and at the same time, address any barriers that might impact negatively on the achievement of the targets. The University invested in training and development of staff, with specific emphasis on formal qualifications, particularly of underrepresented groups in accordance with the Work Skills Development Plan. UMP provided financial support to 80 African staff members. The staff members registered at various South African universities at a cost of R2 333 406,94. Thirty-eight (38) of the employees were female. Nine of the females were registered for Doctoral degrees.

Three (3) female staff members were provided with funding opportunity to attend the week-long HERS-SA Academy in Cape Town. HERS-SA is a prestigious development programme for women in higher education.

The Annual Employment Equity Progress Report was submitted to the Department of Employment and Labour on 15 January 2021. A workshop with the Department of Labour and Employment and Department of Home Affairs was held on 9 November 2021.

## **THEME 3: TRANSFORMING THE ACADEMIC PROJECT**

Activities in relation to the transformation of the academic project focused on access and success; improving the writing skills of the students; civic-minded students and decolonisation of the curriculum. The activities on access and success included the appointment of tutors and mentors to provide academic support to their peers. Writing Centres were established at both campuses to improve students' writing skills.

The Common Course for first year students, "Mpumalanga in Context", was offered in 2021 and was extended to the School of Hospitality and Tourism Management. The Common Course was evaluated after a three year pilot period and the overall feedback was positive. It was recommended that as from 2022, the Common Course be a 12 credit bearing module.

The purpose of the module is to provide students at the intellectual level with opportunities to engage with their context and enhance their sense of identity and

in particular their African identity, their Africanness, as students of the University of Mpumalanga which is aligned to the Vision of the institution.

Workshops/seminars on the decolonisation of Mathematics teaching and the curriculum were offered by the Faculty of Education.

The University started in 2021 with the process on the development of the Language Policy. The process will continue in 2022 with consultations and engagements with stakeholders.

## **THEME 4: ENABLING FUNDING REGIME/ENVIRONMENT**

The theme was addressed through the allocation of the budget for strategic priorities. These strategic priorities were aligned with the transformation agenda of the institution. The University is actively involving in sourcing external funding for the students from various sources. Most of the funding is for undergraduate students.

UMP has established a Financial Clearance Committee which considers applicants of students who are academically deserving and financially needy.

### **13.3.4 GENDER FORUM**

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 Gender Forum collaborated with other higher education institutions to drive its agenda. The Gender Forum had a meeting with the WITS Gender Equity Office on Gender Based Violence (GBV) collaborative work on 21 July 2021. On 24 July 2021, an LGBTQIA Sensitization Workshop was led by the Wits Gender Equity Office members. The workshop included UMP students and staff.

On 25 August 2021, the 4th Annual GBV: Creating Safe Spaces at UMP Symposium, was held virtually. The theme was, “Fostering Gender Equality & Diversity at UMP”. The Guest Speaker was Prof Mzikazi Nduna from Wits University.

A workshop on Gender and LGBTQIA was held from 14 – 16 September 2021 in collaboration with Wits University and the Vaal University of Technology.

The LGBTQIA/Gay Pride Event was held on 22 October 2021 and the Candle Lighting Event for the 16 Days of Activism Against Gender-Based Violence was held on 29 November 2021.



UMP 2021 CoCurricular Awards

### 13. 4. STUDENT ACTIVITIES

A number of student activities, that advance the UMP culture and promote the culture of an active student life, were carried out in 2021.

- The Siyabuswa Campus held a Financial Literacy Training for 1st year students on 10 March 2021.
- Sports and Recreation held 2 Sports Awareness Days on 7 May 2021 at the Mbombela Campus and 15 May 2021 at the Siyabuswa Campus.
- The Mbombela Campus conducted women empowerment (Ladies Talk) discussing different topics each day from 17 to 20 May 2021.
- The Mbombela Campus held a Financial Wellbeing session for first year students on 20 May 2021 which was facilitated by Heartlines.
- The UMP Disability Ambassadors Team (DAT) hosted the Multiple sclerosis awareness campaign during the student wellness day on 25 May 2021.
- The male students empowerment (Men's Talk) programme was held on the 26 and 31 May 2021 and on 1 June 2021.
- On 7 May 2021 Student Housing conducted a successful Webinar under the Africa Day Theme "Creating conducive environment for Africa's development and intensifying the fight against the Covid-19 Pandemic".
- Students joined staff and participated in the activities that took place during the Mandela Day events held on 30 July 2021 at Portia Shabangu Secondary School, Valencia Combined School, Nelsville Primary School, Good Hope Care Centre Mataffin, and Betties Haven in Nelsville.

- On 14 August 2021, the Siyabuswa Campus hosted a Women's Month Celebration Aerobics marathon.
- The Siyabuswa Campus House Wardens hosted the Anti-Gender-based violence and Femicide silent walk on 3 September 2021.
- Mbombela Campus Student Housing hosted a successful Indigenous games on 5 September 2021.
- Mbombela Campus residence staged Poetry session on 9 September 2021.
- Student Housing hosted a Heritage Day Celebrations for the students on 22 September 2021.
- The Teachers of Transformation Student Society at Siyabuswa Campus donated clothes to Zenzeleni Stimulation Centre on 28 October 2021.
- The 2021 CRC-SRC elections were held on 5 November 2021 and the SRC Office bearers' elective meeting was held on 20 November 2021. The elections were free, fair and peaceful which has become a culture at UMP.
- The University held the 2021 Co- Gala Dinner on 6 November 2021 at the Mbombela Campus.
- On 25 November 2021 a candle light prayer was held in observing 16 days of Activism Against the Abuse of Women and Children at the Mbombela Campus.
- World Aids Day was commemorated on 1 December 2021 through handing over red ribbons on both campuses.

The University is happy about the activities and events that took place in 2021 towards advancing the promotion of a UMP Culture.

### 13.5. 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. Special attention was directed towards the eradication of Gender-Based Violence and towards creating safe spaces at UMP. A lot of work went towards gender and LGBTQIA sensitization campaigns.




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Prof M D Mabunda  
Chairperson of Council




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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 2021



## 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
- Prof S S Ripinga
- Ms M C Ledwaba
- Mr T G Mokoena
- Mr O Galane
- Mr J Aling
- Prof T Nhlapho
- Ms N Ravele
- Prof M Kanyane
- Ms N Madlakana
- Prof T V Mayekiso
- Prof S Sommers
- Prof M Mbewe
- Prof P Lukhele-Olorunju
- Mr M Khoza \*\*\*\*
- Mr M Nkosi\*\*\*\*
- Mr W Shabangu\*\*\*\*\*
- Mr T Ndebele\*\*\*\*\*
- Prof T Ngqondi\*
- Prof H Israel\*\*
- Mr J Thrush \*\*\*
- Dr T Sabela\*\*\*
- Mr S Radebe\*\*\*\*\*
- Dr M Mavhungu\*\*\*\*\*
- Ms V Magagula
- Mr Y Mzanywa

## 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

Nexia SAB&T  
Registered Auditors

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

### Report on the audit of the financial statements

#### Opinion

1. We have audited the financial statements of the University of Mpumalanga set out on pages 155 to 188, which comprise the statement of financial position as at 31 December 2021, the statement of comprehensive surplus / deficit, 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.
2. In our opinion, the financial statements present fairly, in all material respects, the financial position of the University of Mpumalanga as at 31 December 2021, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act of South Africa (Act no. 101 of 1997).

#### Basis for opinion

3. We conducted our audit in accordance with the International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report.
4. We are independent of the University in accordance with 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)*.
5. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## **Responsibilities of Council for the financial statements**

6. The Council is responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act of South Africa (Act no. 101 of 1997), and for such internal control as the council determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
7. In preparing the financial statements, the council is responsible for assessing the University'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**

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

## **Report on the audit of the annual performance report**

### **Introduction and scope**

10. In accordance with the Public Audit Act 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 activity area presented in the annual performance report. We performed procedures to identify material findings but not to gather evidence to express assurance.
11. 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.

12. We evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected activity area presented in the University's annual performance report for the year ended 31 December 2021:

Activity Area	Pages in the annual performance report
Activity Area 3 - Teaching and Learning	201 – 207

13. 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.
14. We did not identify any material findings on the usefulness and reliability of the reported performance information for activity area: Teaching and Learning.

#### Report on the audit of compliance with legislation

##### Introduction and scope

15. 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.
16. The material finding on compliance with specific matters in key legislation are as follows:

##### Strategic planning and performance management

17. The mid-year performance report was not submitted to the department as required by section 6(2) of the regulations for reporting by public higher institutions.

#### Other information

18. The accounting authority is responsible for the other information. The other information does not include the financial statements, the auditor's report and those selected activity presented in the annual performance report that have been specifically reported in this auditor's report.
19. Our opinion on the financial statements and my 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.

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

#### Internal control deficiencies

22. We considered internal control relevant to our audit of the financial statements, reported performance information and compliance with applicable legislation; however, our objective was not to express any form of assurance on it. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on compliance with legislation included in this report.
23. Non-compliance with regulations for reporting by public higher education institutions prescripts as detailed under the findings on compliance with legislation section of this report could have been prevented had compliance been properly reviewed and monitored.

#### Other reports

24. 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 (Agreed-upon procedures)

25. Agreed upon procedure engagements were performed on funding received by the University. The following reports for agreed-upon procedures engagements have been issued or is in progress for issue:

##### Issued

Engagement Name	Purpose of engagement	Period covered	Report date
Infrastructure Progress	Agreed upon procedures to determine whether the grant allocated was utilised as prescribed	1 April 2021 to 31 March 2022	15 June 2022
National Research Foundation Grant	Agreed upon procedures to determine whether the grant	1 January 2021 to 31 December 2021	18 March 2022

Engagement Name	Purpose of engagement	Period covered	Report date
	allocated was utilised as prescribed		
University Capacity Development Programme grant	Agreed upon procedures to determine whether the grant allocated was utilised as prescribed	1 April 2021 to 31 March 2022	13 June 2022

#### In progress

Engagement Name	Purpose of engagement	Period covered	Expected reporting date
Higher Education Management Information System (HEMIS)	Performed agreed upon procedures to determine whether the HEMIS data as reported to DHET agrees to the HEMIS records.	1 January 2021 to 31 December 2021	31 July 2022

#### Auditor tenure

26. In terms of the IRBA rule published in *Government gazette number 39475* dated 4 December 2015, we report that Nexia SAB&T has been the auditor of University of Mpumalanga for 1 year.

*Nexia SAB&T*

**Nexia SAB&T**

Caroline Chigora

Director

Registered Auditor

29 June 2022



## **Annexure – Auditor’s responsibility for the audit**

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

### **Financial statements**

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

3. 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 155 to 188 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, Nexia SAB&T, 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.

## APPROVAL OF THE ANNUAL FINANCIAL STATEMENTS

The annual financial statements of the University of Mpumalanga on pages 155 to 188 were approved by the members of Council on 23 June 2022 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 2021

	Notes	2021 R	2020 R
<b>ASSETS</b>			
<b>NON-CURRENT ASSETS</b>			
		<b>2 895 487 605</b>	<b>2 660 179 396</b>
Property, plant and equipment	3	2 891 229 278	2 656 999 762
Intangible assets	4	4 258 327	3 179 634
<b>CURRENT ASSETS</b>			
		<b>2 352 824 954</b>	<b>1 976 801 253</b>
Inventory	5	651 747	-
Trade and other receivables	6	26 730 430	35 801 225
Deposits		382 210	377 210
Cash at bank and cash equivalents	7	2 325 060 567	1 940 622 818
<b>TOTAL ASSETS</b>		<b>5 248 312 559</b>	<b>4 636 980 649</b>
<b>FUNDS AND LIABILITIES</b>			
<b>ACCUMULATED FUNDS</b>			
		<b>693 515 270</b>	<b>551 460 803</b>
Reserves		659 906 337	522 659 858
Accumulated surplus		33 608 933	28 800 945
<b>LIABILITIES</b>			
<b>NON-CURRENT LIABILITIES</b>			
		<b>3 992 861 990</b>	<b>3 625 776 870</b>
Deferred income	8	2 360 313 128	2 172 652 390
Conditional grants	9	1 632 548 862	1 453 124 480
<b>CURRENT LIABILITIES</b>			
		<b>561 935 299</b>	<b>459 742 976</b>
Current portion of Deferred income	8	70 411 668	60 274 628
Current portion of Conditional grant	9	323 603 010	259 359 806
Trade and other payables	10	120 902 496	103 207 383
Provisions	11	47 018 125	36 901 159
<b>TOTAL FUNDS AND LIABILITIES</b>		<b>5 248 312 559</b>	<b>4 636 980 649</b>

UNIVERSITY OF MPUMALANGA  
STATEMENT OF COMPREHENSIVE SURPLUS/(DEFICIT)  
FOR THE YEAR ENDED 31 DECEMBER 2021

	NOTES	Educational and General Unrestricted 2021 R	Educational and General Restricted 2021 R	Educational and General Sub-Total 2021 R	Student Residence 2021 R	Total 2021 R	Total 2020 R
<b>REVENUE</b>		<b>721 900 750</b>	<b>24 285 187</b>	<b>746 185 937</b>	<b>18 634 702</b>	<b>764 820 639</b>	<b>715 678 917</b>
Revenue from contracts with customers		196 835 499	-	196 835 499	18 634 702	215 470 201	164 998 199
Tuition, accommodation and other fees	13	188 828 343	-	188 828 343	18 634 702	207 463 045	163 035 147
Sales of goods and services		8 007 156	-	8 007 156	-	8 007 156	1 963 052
<b>Other revenue</b>		<b>525 065 251</b>	<b>24 285 187</b>	<b>549 350 438</b>	<b>-</b>	<b>549 350 438</b>	<b>550 680 718</b>
Government grants	12.1	446 317 000	24 285 187	470 602 187	-	470 602 187	488 426 165
Government grants - assets	12.2	78 705 838	-	78 705 838	-	78 705 838	60 596 853
Donations received	14	42 413	-	42 413	-	42 413	1 657 700
<b>OTHER INCOME</b>		<b>45 942 493</b>	<b>-</b>	<b>45 942 493</b>	<b>-</b>	<b>45 942 493</b>	<b>32 477 864</b>
Interest received	15	45 316 974	-	45 316 974	-	45 316 974	31 893 107
Rental income		615 713	-	615 713	-	615 713	584 757
Surplus from disposal of assets		9 806	-	9 806	-	9 806	-
<b>TOTAL INCOME</b>		<b>767 843 244</b>	<b>24 285 187</b>	<b>792 128 430</b>	<b>18 634 702</b>	<b>810 763 132</b>	<b>748 156 781</b>
<b>EXPENDITURE</b>							
<b>Cost of employment</b>	16	<b>376 723 094</b>	<b>-</b>	<b>376 723 094</b>	<b>-</b>	<b>376 723 094</b>	<b>304 272 930</b>
Academic		144 374 097	-	144 374 097	-	144 374 097	114 136 524
Professional support		232 348 997	-	232 348 997	-	232 348 997	190 136 406
Other operating expenditure		187 793 744	24 285 187	212 078 931	-	212 078 931	164 380 080
Depreciation, amortisation and impairments	3,4	79 906 640	-	79 906 640	-	79 906 640	67 139 397
<b>TOTAL EXPENDITURE</b>		<b>644 423 478</b>	<b>24 285 187</b>	<b>668 708 665</b>	<b>-</b>	<b>668 708 665</b>	<b>535 792 407</b>
<b>SURPLUS FOR THE YEAR</b>		<b>123 419 765</b>	<b>-</b>	<b>123 419 765</b>	<b>18 634 702</b>	<b>142 054 467</b>	<b>212 364 374</b>
<b>TOTAL COMPREHENSIVE SURPLUS FOR THE YEAR</b>		<b>123 419 765</b>	<b>-</b>	<b>123 419 765</b>	<b>18 634 702</b>	<b>142 054 467</b>	<b>212 364 374</b>

UNIVERSITY OF MPUMALANGA  
STATEMENT OF CHANGES IN FUNDS  
FOR THE YEAR ENDED 31 DECEMBER 2021

	General reserve fund	Scholarships, Bursaries and Awards Fund	Replacement fund for Plant and equipment	Investment Equalisation and Academic Strategic Initiatives Fund	Research Strategic initiative Fund	Institutional Contingency fund	Institutional Maintenance Fund	Academic support Fund	Total Reserve	Accumulated Surplus	Total equity
	R	R	R	R	R	R	R	R	R	R	R
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 as at 1 January 2021	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
Allocation from Surplus to reserves per Council resolution	30 000 000	5 000 000	74 206 155	5 000 000	5 000 000	5 000 000	3 040 324	10 000 000	137 246 479	4 807 988	142 054 467
fund Balances at 31 December 2021	125 000 000	43 000 000	211 507 213	35 000 000	71 000 000	63 000 000	56 399 124	55 000 000	659 906 337	33 608 933	693 515 270
See note	18	19	20	21	22	23	24	25			

**UNIVERSITY OF MPUMALANGA**  
**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

	Notes	2021 R	2020 R
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Cash generated from operations	26.1	109 917 337	110 320 879
Interest received	26.8	126 082 987	85 441 889
<b>Net cash flows from operating activities</b>		<b>236 000 324</b>	<b>195 762 768</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Purchase of property, plant and equipment	26.2	(311 816 788)	(235 465 436)
Purchase of other intangible assets	26.3	(3 465 256)	(1 295 317)
Proceeds from sale of assets	26.4	34 090	-
<b>Net cash flows utilised for investing activities</b>		<b>(315 247 954)</b>	<b>(236 760 753)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Increase in Conditional grants	26.7	463 685 379	640 029 491
<b>Net Cash flows from financing activities</b>		<b>463 685 379</b>	<b>640 029 491</b>
<b>Total cash movement for the year</b>		<b>384 437 749</b>	<b>599 031 506</b>
Cash at bank and Cash Equivalents at the beginning of the year	7	1 940 622 818	1 341 591 312
Cash at bank and Cash Equivalents at the end of the year	7	<b>2 325 060 567</b>	<b>1 940 622 818</b>

## 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 expenditure 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**

<b>ITEM</b>	<b>USEFUL LIFE</b>
Buildings	10 - 50 years
Educational Equipment	3 - 10 years
Establishment cost	3 - 10 years
Furniture and fixtures	5 - 20 years
Infrastructure assets	10 - 50 years
IT Equipment	1 - 5 years
Land	Indefinite
Library source materials	Fully depreciated in year of purchase
Machinery and equipment	3 - 10 years
Motor vehicles	2 - 20 years
Intangible assets	1 - 5 years

The library source materials include library books. 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.

Internally generated brands, mastheads, publishing titles, customer lists and items similar in substance are not recognised as intangible assets. 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. The carrying amount is reviewed annually and where evidence indicates the intangible assets is impaired, the carrying amount is adjusted. 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.

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

#### **INTANGIBLE ASSETS**

<b>ITEM</b>	<b>USEFUL LIFE</b>
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 through 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. While noting that some trade and other receivables can be originated-credit impaired upon initial recognition, the nature of the University's trade and other receivables (student debtors) does not fit this description. 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 through the use of a provision account, and the amount of the loss is recognised in the Statement of Financial Performance within operating expenses. When a trade receivable is uncollectible, it is written-off against the allowance account for trade receivables. Subsequently, recoveries of amounts previously written-off are credited against operating expenses in the Statement of Financial Performance.

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

It is clear that the 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

IRFS 15 provides guidance for the recognition of all revenue arising from contracts with customers. The University recognises revenue when (or as) it satisfies a performance obligation by transferring a promised good or service in terms of the contract with that customers. 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;
- 3.8.4. Income for designated purposes (research and grant income).

Tuition fees are stated net of any discounts and is recognised as income in the period in which the related services relates to. 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 sale are in progress.

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

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

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

### 3.10. INVENTORIES

Inventories are valued at the lower of cost and net realisable value (NRV). The cost of inventories follows the first-in-first-out cost method. Net Realisable Value is the estimated selling price of inventories less selling expenses. The inventories comprise of trading stock used in the University's Hotel and Catering business.

UNIVERSITY OF MPUMALANGA  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2021

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 4, Insurance Contracts	Standard replaces IFRS 4	New	1 January 2021	No Impact
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	No Impact
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	No Impact
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	No 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	No Impact

2.2 STANDARDS AND INTERPRETATIONS NOT YET EFFECTIVE

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

STANDARD / INTERPRETATION	DETAILS OF AMENDMENTS	NEW/ AMENDMENTS TO EXISTING STANDARD	EFFECTIVE DATE: Years beginning on or after	EXPECTED IMPACT
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 recognised in profit or loss.	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 2021

3. PROPERTY, PLANT AND EQUIPMENT

2021

	Cost	Accumulated Depreciation	Accumulated Impairment	Carrying value
Land	26 318 830	-	-	26 318 830
Buildings	2 158 868 609	156 371 603	-	2 002 497 006
Educational equipment	40 217 567	8 105 821	-	32 111 746
Establishment cost	13 962 288	8 750 295	-	5 211 993
Furniture and fixtures	62 733 576	26 810 550	-	35 923 026
Machinery and equipment	48 430 137	9 717 835	-	38 712 302
IT equipment	107 871 944	76 316 129	-	31 555 815
Library source materials	6 298 404	6 298 404	-	-
Motor Vehicles	9 773 909	2 086 322	-	7 687 587
Infrastructure assets	339 125 653	19 960 923	-	319 164 730
Landscaping	37 530 125	7 403 297	-	30 126 828
Lighting	134 373 279	6 966 184	-	127 407 095
Roads	142 675 159	3 822 137	-	138 853 022
Stadium	24 547 090	1 769 305	-	22 777 785
Capital - Work in progress	392 046 243	-	-	392 046 243
<b>TOTAL</b>	<b>3 205 647 160</b>	<b>314 417 882</b>	<b>-</b>	<b>2 891 229 278</b>

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
Infrastructure assets	158 283 471	11 382 246	-	146 901 225
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
<b>TOTAL</b>	<b>2 893 931 822</b>	<b>236 932 060</b>	<b>-</b>	<b>2 656 999 762</b>

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 - 2021

	Opening carrying value	Additions	Transfers / Disposal	Depreciation / Impairment	Total
Land	26 318 830	-	-	-	26 318 830
Buildings	1 957 289 340	87 134 622	-	41 926 956	2 002 497 006
Educational equipment	34 752 392	947 451	-	3 588 099	32 111 746
Establishment cost	6 443 838	156 853	-	1 388 698	5 211 993
Furniture and fixtures	33 417 553	6 692 541	-	4 187 070	35 923 026
Machinery and equipment	40 550 548	897 564	-	2 735 810	38 712 302
IT equipment	42 660 726	2 643 522	101 450	13 646 983	31 555 815
Library source materials	-	1 045 501	-	1 045 500	-
Motor Vehicles	2 193 846	5 881 774	-	388 033	7 687 587
Infrastructure assets	146 901 225	180 842 182	-	8 578 675	319 164 731
Landscaping	32 626 554	-	-	2 499 726	30 126 828
Lighting	53 795 880	76 824 585	-	3 213 370	127 407 095
Roads	36 720 750	104 017 597	-	1 885 324	138 853 022
Stadium	23 758 041	-	-	980 256	22 777 785
Capital - Work in progress	366 471 464	302 781 728	277 206 947	-	392 046 243
<b>TOTAL</b>	<b>2 656 999 762</b>	<b>589 023 738</b>	<b>277 308 397</b>	<b>77 485 825</b>	<b>2 891 229 278</b>

UNIVERSITY OF MPUMALANGA  
NOTES TO THE FINANCIAL STATEMENTS (Cont.)  
FOR THE YEAR ENDED 31 DECEMBER 2021

RECONCILIATION OF PROPERTY, PLANT AND EQUIPMENT - 2020

	Opening carrying value	Additions	Transfers / Disposal	Accumulated 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
Infrastructure assets	128 862 778	24 547 090	-	6 508 643	146 901 226
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	36 720 751
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
	<b>2 487 743 273</b>	<b>643 480 405</b>	<b>408 534 019</b>	<b>65 689 897</b>	<b>2 656 999 762</b>

4. INTANGIBLE ASSETS

2021

	Cost	Accumulated Amortisation	Carrying value
Computer software	11 767 353	7 509 026	4 258 327
		2020	
	Cost	Accumulated Amortisation	Carrying value
Computer software	8 455 712	5 276 078	3 179 634

RECONCILIATION OF INTANGIBLE ASSET - 2021

	Opening carrying value	Additions	Transfers / Disposal	Amortisation	Total
Computer software	3 179 634	3 465 256	153 615	2 232 948	4 258 327

RECONCILIATION OF INTANGIBLE ASSETS - 2020

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

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
	<b>7 619 556</b>	<b>101 212 870</b>	<b>-</b>	<b>108 832 426</b>
Intangible Assets				
Software	68 949	-	-	68 949
Total Intangible Assets	<b>68 949</b>	<b>-</b>	<b>-</b>	<b>68 949</b>
Total Assets	<b>7 688 505</b>	<b>101 212 870</b>	<b>-</b>	<b>108 901 375</b>

**UNIVERSITY OF MPUMALANGA**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

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 5100F (Siyabuswa Campus) which was transferred from the National Institute of Higher Education. The fair value of the Mbombela Campus was determined by NIPLAN 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. INVENTORIES**

Trading stock

The trading stock is valued as per Accounting Policy note 3.10.

**2021**  
**R**

**2020**  
**R**

651 747

-

**6. TRADE AND OTHER RECEIVABLES**

Student Debtors

Student Debtors

Less: provision for bad debts

Bursary's receivable

Less: provision for bad debts for Bursary receivable

Accrued income

Less: provision for bad debts for Income accrued

Prepaid expenses

Other accounts receivables

Less: provision for other accounts receivables

Ageing of Trade and other receivables

Student Debtors

120 + days

90 Days

60 days

30 Days

Current

Less: provision for bad debts

Bursary receivable

120 + days

Less: provision for bad debts

Prepaid expenses

Other

120 + days

Less: provision for bad debts

Total

14 371 898

23 334 213

39 370 455

43 588 629

(24 998 557)

(20 254 416)

24 700 834

27 921 390

(17 529 488)

(16 922 004)

608 844

608 844

(608 844)

(608 844)

168 625

524 864

5 273 424

942 762

(254 863)

-

26 730 430

35 801 225

14 371 898

23 334 213

39 370 455

43 588 629

-

-

-

-

-

-

(24 998 557)

(20 254 416)

7 171 346

10 999 386

24 700 834

27 921 390

(17 529 488)

(16 922 004)

168 625

524 864

5 018 561

942 762

5 273 424

942 762

(254 863)

-

26 730 430

35 801 225

Other accounts receivables, in the main comprise of amounts due by Intellimali R1 344 (Rnil) and Salary adjustments R0,638m (2020 - R0,766m)

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

Impairment provision raised

Impairment utilised

Balance 31 December

37 785 264

34 487 470

5 606 488

3 297 794

-

-

43 391 752

37 785 264

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

Student receivables impairment allowance

Bursary receivables impairment allowance

Other receivables impairment allowance

24 998 557

20 254 416

17 529 488

16 922 004

863 707

608 844

43 391 752

37 785 264

**UNIVERSITY OF MPUMALANGA**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

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 2021, the effect of COVID-19 has been taken into consideration when determining the default rate used in the calculation of the allowance.

**7. CASH AT BANK AND CASH EQUIVALENTS**

	2021 R	2020 R
Cash at banks and cash on hand	41 440 446	24 842 756
Cash on hand	8 414	101 875
Balances with banks	41 432 032	24 740 881
Cash equivalents	2 283 620 121	1 915 780 062
Coronation Strategic Income	469 068 224	476 475 440
Prescient Income Provider	520 002 162	466 992 330
Nedgroup Core Income	341 815 134	438 555 106
Ninety one Diversified Income Fund	542 090 572	-
Ninety One High Income	-	209 553 995
Investec Bespoke Mandate	159 403 494	-
Matrix SCI Stable Income Fund	251 240 535	324 203 191
	2 325 060 567	1 940 622 818

**8. DEFERRED INCOME**

<b>8.1 DHET Infrastructure</b>	1 859 977 237	1 659 216 525
Balance at the beginning of the year	1 702 246 659	1 365 626 691
Assets capitalised during the year	268 209 448	379 650 106
Less: current depreciation transferred to income	(55 239 435)	(43 030 134)
Less: Current portion transferred to current liabilities	(55 239 435)	(43 030 134)
<b>8.2 Assets transferred from Lowveld College of Agriculture (LCA)</b>	64 287 625	66 072 244
Balance at the beginning of the year	67 966 607	69 860 972
Less: current depreciation transferred to income	(1 839 491)	(1 894 364)
Less: Current portion transferred to current liabilities	(1 839 491)	(1 894 364)
<b>8.3 Assets transferred from National Institute of Higher Education (NIHE)</b>	86 573 444	88 817 208
Balance at the beginning of the year	91 088 338	93 359 468
Less: current depreciation transferred to income	(2 257 447)	(2 271 130)
Less: Current portion transferred to current liabilities	(2 257 447)	(2 271 130)
<b>8.4 Assets transferred from New Universities Project Management Team (NUPMT)</b>	327 072 887	335 055 131
Balance at the beginning of the year	347 117 417	359 179 705
Less: current depreciation transferred to income	(10 022 265)	(12 062 287)
Less: Current portion transferred to current liabilities	(10 022 265)	(12 062 287)
<b>8.5 Lotto funding for sports facilities</b>	22 401 935	23 491 282
Balance at the beginning of the year	24 507 995	-
transferred from conditional grant	-	25 524 708
Less: current depreciation transferred to income	(1 053 030)	(1 016 713)
Less: Current portion transferred to current liabilities	(1 053 030)	(1 016 713)
Non-current Deferred income	2 360 313 128	2 172 652 390
Deferred Income transferred to Current Liabilities	70 411 668	60 274 628
Total Deferred income	2 430 724 796	2 232 927 018

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.

**UNIVERSITY OF MPUMALANGA**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

	2021 R	2020 R
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8.1 The DHET provided the UMP with a grant to construct infrastructure from the 1 April 2016. Assets with the value of R268.209m (2020 - R379.650m) 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 R55.239m (2020 - R43.030m) and recognised as income during the year.

8.2 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 R1.840m (2020 R1.894m) was recognised as income during the year.

8.3 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 R2.257m (2020 - R2.271m) was recognised as income during the year.

8.4 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 R10.022m (2020 - R12.062m) was recognised as income during the year.

8.5 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 RNil (2020 - R27m) was received and the cost of the development of the sport facilities capitalised was RNil (2020 - R25.525m) and an amount of R1,053m (2020 - R1.017m) was depreciated during the year. See note 8.4 below.

**9. CONDITIONAL GRANTS**

**9.1 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

1 627 517 813	1 448 093 430
1 448 093 430	1 219 972 983
455 928 000	608 197 000
(268 209 448)	(379 650 106)
(8 294 169)	(426 447)

**9.2 Capitalised interest on unspent grants**

Balance at the beginning of the year  
Reprioritisation of Capitalised interest to COVID-19 as per Minister Letter

128 031 005	145 777 772
-	(50 777 772)
-	(15 000 000)
76 308 327	48 031 005
(204 339 332)	(128 031 005)

Amount reprioritisation of Capitalised interest to cover operational income per Minister Letter  
Interest capitalised during the year  
Less: Current portion transferred to current liabilities

**9.3 NIHE Siyabuswa grant**

5 031 049      5 031 049

**9.4 Other Grants**

Balance at the beginning of the year  
Adjusted for amount reclassified to income  
Grants received during the year  
Conditions met and transfer made to relevant accounts  
Interest capitalised  
Expenses  
transfers from / to other balances  
Less: Current portion transferred to current liabilities

21 113 692	35 162 459
(542 879)	-
14 231 511	16 030 550
-	(25 524 708)
173 361	577 251
(16 025 061)	(4 459 704)
85 000	(672 156)
(19 035 624)	(21 113 692)

**UNIVERSITY OF MPUMALANGA**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

	2021 R	2020 R
<b>9.5 University Capacity Development Grant (UCDP)</b>		
Balance at the beginning of the year	21 720 021	37 878 706
Add: Grant received during the year	1 037 589	1 320 390
Add: Interest capitalised	675 721	1 311 111
Less: Reprioritised from UCDP to COVID-19	-	(3 878 706)
Less: Expenses paid during the year	(4 448 188)	(14 911 480)
Less: Current portion transferred to current liabilities	(18 985 143)	(21 720 021)
<b>9.6 new Generation of Academic (nGAP) Project Grant</b>		
Balance at the beginning of the year	34 595 251	29 375 554
Interest capitalised	1 365 739	1 496 943
Grant received during the year	3 303 284	12 955 550
Less: Expenses paid during the year	(8 822 085)	(9 232 796)
Less: Current portion transferred to current liabilities	(30 442 189)	(34 595 251)
<b>9.7 COVID-19 Grant</b>		
Reprioritised funds from Capitalised interest to COVID-19 as per minister letter	53 899 837	50 777 772
Grant received during the year	-	1 526 000
Interest capitalised	2 242 865	2 132 471
Reprioritised funds from Capitalised interest to COVID-19 as per minister letter	-	3 878 706
Less: Expenses paid during the year	(5 341 980)	(4 415 112)
Less: Current portion transferred to current liabilities	(50 800 722)	(53 899 837)
<b>Non-current Conditional Grant</b>	1 632 548 862	1 453 124 480
<b>Conditional Grant transferred to Current Liabilities</b>	323 603 010	259 359 806
<b>Total Conditional Grants</b>	<b>1 956 151 872</b>	<b>1 712 484 286</b>
<b>9.1 DHET Infrastructure Grant</b>		

The DHET provided the UMP with an Infrastructure Grant to construct the infrastructure of the University. An amount of R455.928m (2020 - R608.197m) was received during the year. Assets to the value of R268.209m (2020 - R379.650m) was capitalised during the year and R8.294m (2020 - R0.426m) was for expenses incurred during the year.

**9.2 NIHE Siyabuswa grant**

A DHET grant received was ring fenced for infrastructure development at the Siyabuswa campus. An amount of R5.m (2020 - R5m) remains unspent at the end of the year.

**9.3 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 RNil (2020 - R50.778m) to a COVID-19 fund and RNil (2020 - R15m) to be used for operational income. Interest of R76.308m (2020 - R48.031m) was capitalised during the year.

**9.4 Other grants**

Other grants includes, in the main, an amount of R1.475m (2020- R1.475m) from the National Lotteries Commission for the construction of sport facilities, R4.668m (2020 - R3.597m) from the National Research Fund, R2.558m (2020 - R6.559m) for the DHET fee increase, R4.487m (2020 - R5.518m) for Research, R3.187m (2020 - RNil) for Nemisa, R1.363m (2020 - RNil) for WRC and Oak Foundation R0.994m (2020 - RNil) .

**9.5 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. 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 2021**

**9.6 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.

**9.7 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 of RNilm (2020 - R50,778m) and University Capacity Development Programme funds of RNil (2020 - R3,879m) respectively, as per the letter from the Minister. A grant of RNilm (2020 - R1,526m) was received from DHET during the year for this grant.

**10. TRADE AND OTHER PAYABLES**

Trade payables

Prepayments

Accruals

Retention creditors

	2021 R	2020 R
Trade payables	41 509 202	34 058 271
Prepayments	54 724 338	41 671 621
Accruals	1 613 440	1 168 060
Retention creditors	23 055 516	26 309 430
	<u>120 902 496</u>	<u>3 207 382</u>

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

**11. PROVISION**

Opening balance

Utilised

Additions

Closing balance

Opening balance	36 901 159	26 670 950
Utilised	(36 869 839)	(24 180 842)
Additions	46 986 805	34 411 051
Closing balance	<u>47 018 125</u>	<u>36 901 159</u>

The provision is made up of staff bonuses of R18.040m (2020 - R13.374m) and leave provision of R28.947m (2020 - R21.527m).

**12. GOVERNMENT GRANTS**

**12.1 Government grant -subsidy**

Educational and general - unrestricted

- Subsidy from DHET

- Transfer from the Capitalised interest to Subsidy per Ministers letter

Educational and general - restricted

- COVID-19

- HEAIDS

- Mukwevho CBC

- nGAP grant

- NEMISA

- nGAP grant

- NRF grant

- University Capacity Development Grant

- WRC

- Nkomazi

- Sanlam

- Oak Foundation

- Inkomati Usuthu

	470 602 187	488 426 165
Educational and general - unrestricted	446 317 000	455 515 000
- Subsidy from DHET	446 317 000	440 515 000
- Transfer from the Capitalised interest to Subsidy per Ministers letter	-	15 000 000
Educational and general - restricted	24 285 187	32 911 165
- COVID-19	5 341 980	4 415 112
- HEAIDS	35 559	-
- Mukwevho CBC	19 149	-
- nGAP grant	-	6 335
- NEMISA	810 210	856 992
- nGAP grant	8 822 085	9 232 796
- NRF grant	2 513 560	3 185 325
- University Capacity Development Grant	4 300 299	14 911 480
- WRC	933 530	303 125
- Nkomazi	22 397	-
- Sanlam	20 000	-
- Oak Foundation	379 698	-
- Inkomati Usuthu	1 086 719	-

**12.2 Government grant - assets**

- Deferred income relating to depreciation

- Amount expensed from DHET Infrastructure grant

	78 705 838	60 596 857
- Deferred income relating to depreciation	70 411 668	60 274 632
- Amount expensed from DHET Infrastructure grant	8 294 170	322 225
	<u>549 308 025</u>	<u>549 023 022</u>

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

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

**UNIVERSITY OF MPUMALANGA**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

**13. INCOME FROM STUDENTS**

	2021 R	2020 R
Application fees	1 905 908	1 255 897
Residence fees	18 634 702	19 198 627
Tuition fees	186 922 435	142 580 623
	<u>207 463 045</u>	<u>163 035 147</u>

**14. DONATIONS RECEIVED**

Donations Received - private

An amount of R042.063m (2020- R1.658m)) was received as a Donation Received from the public at large during the year and an amount of R.350 (2020-R0) was raised as part of the Mandela Day donations from individuals.

	42 413	1 657 700
	<u>42 413</u>	<u>1 657 700</u>

**15. INVESTMENT INCOME**

Dividend - Foreign	196 315	154 345
Dividend - Local	1 290 721	1 028 005
Interest received - Foreign	870 562	671 890
Interest received - Local	98 507 295	85 279 575
Market value adjustment	23 781 661	(2 618 496)
REIT - Local	1 436 433	926 570
Capitalised interest transferred to Conditional Grant	(80 766 013)	(53 548 782)
	<u>45 316 974</u>	<u>31 893 103</u>

**16. OPERATING SURPLUS**

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

Auditors remunerations

For statutory audit

- 2021 audit

For other audit services

Internal audit

Advertising and marketing

Depreciation, amortisation and impairments

Employee costs

Insurance

Motor vehicle expenses

Municipal services

Recruitment costs

Residence expenses

Small equipment

Travel and accommodation - International

Travel and accommodation - Local

	1 387 480	1 280 460
	<u>714 955</u>	<u>626 490</u>
	<u>672 525</u>	<u>653 970</u>
	985 816	1 385 903
	7 246 898	5 134 358
	79 906 640	67 139 397
	376 723 094	304 272 930
	3 018 536	2 988 652
	1 831 181	1 712 605
	43 213 039	29 111 954
	618 095	472 030
	317 606	910 700
	572 416	424 927
	19 185	216 411
	<u>3 674 591</u>	<u>3 575 262</u>

**17. TAXATION**

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

**UNIVERSITY OF MPUMALANGA**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

	2021 R	2020 R
<b>18. GENERAL RESERVE FUND</b>	<b>125 000 000</b>	<b>95 000 000</b>
Balance at the beginning of the year	95 000 000	43 000 000
Amount provided for (utilised) during the year	30 000 000	52 000 000

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 R30m (2020 - R52m) was provided for during the year in terms of a Council resolution.

<b>19. SCHOLARSHIP, BURSARIES AND AWARDS FUND</b>	<b>43 000 000</b>	<b>38 000 000</b>
Balance at the beginning of the year	38 000 000	28 000 000
Amount provided for (utilised) provided during the year	5 000 000	10 000 000

This is an undesignated, unrestricted use fund under the control of the Council. The purpose of this fund is to finance scholarship, bursaries and awards of UMP students. Funds to the value of R5m (2020 - R10m) was provided for during the year in terms of a Council resolution.

<b>20. REPLACEMENT FUND FOR PLANT AND EQUIPMENT</b>	<b>211 507 213</b>	<b>137 301 058</b>
Balance at the beginning of the year	137 301 058	76 404 071
Amount provided for during the year	74 206 155	60 896 987

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 R74.206m (2020 - R60.897m) was provided for during the year in terms of a Council resolution.

<b>21. INVESTMENT EQUALISATION AND ACADEMIC STRATEGIC INITIATIVES FUND</b>	<b>35 000 000</b>	<b>30 000 000</b>
Balance at the beginning of the year	30 000 000	25 243 000
Amount provided for during the year	5 000 000	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 R5m (2020 - R4.757m) was provided for during the year in terms of a Council resolution.

<b>22. RESEARCH STRATEGIC INITIATIVES FUND</b>	<b>71 000 000</b>	<b>66 000 000</b>
Balance at the beginning of the year	66 000 000	40 243 000
Amount provided for during the year	5 000 000	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 R5m (2020 - R25.757m) was provided for during the year in terms of a Council resolution.

<b>23. INSTITUTIONAL CONTINGENCY FUND</b>	<b>63 000 000</b>	<b>58 000 000</b>
Balance at the beginning of the year	58 000 000	37 697 000
Amount provided for during the year	5 000 000	20 303 000

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 R5m (2020 - R20.303m) was provided for during the year in terms of a Council resolution.

UNIVERSITY OF MPUMALANGA  
NOTES TO THE FINANCIAL STATEMENTS (Cont.)  
FOR THE YEAR ENDED 31 DECEMBER 2021

	2021 R	2020 R
<b>24. INSTITUTIONAL MAINTENANCE FUND</b>	<b>56 399 124</b>	<b>53 358 800</b>
Balance at the beginning of the year	53 358 800	44 011 963
Amount provided for during the year	3 040 324	9 346 837

This is an undesignated, unrestricted use fund under the control of the Council. The purpose of this fund is to ensure sufficient funding to finance the future costs associated with the approved Institutional Maintenance Plan; and ensure sufficient institutional resources to fund unforeseen and urgent maintenance costs. Funds to the value of R3.040m (2020 - R9.347m) was provided for during the year in terms of a Council resolution.

<b>25. ACADEMIC SUPPORT FUND</b>	<b>55 000 000</b>	<b>45 000 000</b>
Balance at the beginning of the year	45 000 000	20 000 000
Amount provided for during the year	10 000 000	25 000 000

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 R10m (2020 - R25m) was provided for during the year in terms of a Council resolution.

**26. STATEMENT OF CASH FLOW NOTES**

**26.1 Cash generated from operations**

Surplus for the year	142 054 467	212 364 374
Adjusted for:		
Government grants - assets	(70 411 668)	(61 158 940)
Transfer from Capitalised interest to Subsidy per the Minister letter	-	(15 000 000)
Depreciation, amortisation and impairment	79 906 640	67 139 397
Interest received	(45 316 974)	(31 893 108)
Conditional grant released to income related to expenses	(24 285 187)	(32 904 830)
Infrastructure income released relating to expenses	(8 294 169)	(328 560)
Loss on decommissioning of assets	42 908	257 196
Surplus on sale of assets	(9 806)	-
Movement in provisions	10 116 965	10 230 209
Changes in working capital		
Trade and other receivables	9 070 795	(15 809 289)
Trade and other payables	17 695 113	(22 575 571)
Inventories	(651 747)	-
	<u>109 917 337</u>	<u>110 320 879</u>

UNIVERSITY OF MPUMALANGA  
NOTES TO THE FINANCIAL STATEMENTS (Cont.)  
FOR THE YEAR ENDED 31 DECEMBER 2021

	2021 R	2020 R
<b>26.2 Purchase of Property, Plant and Equipment</b>		
Cost at the end of the year	3 205 647 160	2 893 931 822
Less: cost at the beginning of the year	(2 893 931 822)	(2 658 985 438)
Movement of assets during the year	311 715 338	234 946 384
Add: Disposal / decommissioned during the year	101 450	519 052
Purchase of Property, Plant and Equipment	311 816 788	235 465 436
<b>26.3 Purchase of intangible assets</b>		
Cost at the end of the year	11 767 353	8 455 712
Less: cost at the beginning of the year	(8 455 712)	(7 160 395)
Add: Disposal / decommissioned during the year	153 615	-
Purchase of intangible assets	3 465 256	1 295 317
<b>26.4 Proceeds from sale of assets</b>		
Net book value of assets written off	67 193	257 196
Profit on sale of assets	9 805	-
(Loss) on sale of asset	(42 908)	(257 196)
Proceeds from sale of assets	34 090	-
<b>26.5 Increase in Cash at Bank and Cash Equivalents</b>		
Closing balance at the end of the year	2 325 060 567	1 940 622 818
Opening balance at the beginning of the year	1 940 622 818	1 341 591 312
Increase in Investments	384 437 749	599 031 506
<b>26.6 Increase in Deferred Income</b>		
Closing balance at the end of the year	2 430 724 796	2 232 927 018
Less: Assets capitalised/donated by government treated as deferred income	(268 209 448)	(405 174 814)
Add: Expenditure transferred to income	-	-
Add: Depreciation allocated to Deferred income	70 411 670	60 274 632
Less: Opening balance at the beginning of the year	(2 232 927 018)	(1 888 026 836)
Increase in Deferred income	-	-
<b>26.7 Increase in Conditional grants</b>		
Closing balance at the end of the year	1 956 151 871	1 712 484 286
Add: Assets capitalised transferred to deferred income	268 209 448	405 174 814
Balance previously disclosed as Deferred income now disclosed as Conditional grant	-	(67 254 260)
Less: Capitalised interest transferred to income to cover operational expenses	-	15 000 000
Less: Interest capitalised shown separately under 26.8	(80 766 013)	(53 548 781)
Add: Expenditure transferred to income	32 116 480	33 445 539
Add: Transfer from / to other balances	457 879	672 156
Less: Opening balance at the beginning of the year	(1 712 484 286)	(1 405 944 263)
Increase in Conditional grants	463 685 379	640 029 491
<b>26.8 Interest received</b>		
Interest received per statement of performance	45 316 974	31 893 107
Add: Interest received and capitalised during the year	80 766 013	53 548 781
DHET unspent infrastructure grant	76 308 327	48 031 005
Other grants	173 361	577 251
University capacity development grant	675 721	1 311 111
New Generation of Academics grant	1 365 739	1 496 943
COVID-19 grant	2 242 865	2 132 471
	126 082 987	85 441 889
<b>Interest received reclassification</b>		
For the purpose of the presentation of the statement of Cash Flows, an amount of R80 766 013 (2020 - R53 548 781) in interest earned on conditional grants has been reclassified from interest capitalised on conditional grants to interest received. This is done to reflect the total interest received from both UMP own funds and conditional grants as a total amount.		
<b>27. COMMITMENTS</b>		
Capital Contracted Commitments		
27.1 Committed but not yet contracted	349 320 009	305 686 310
27.2 Committed and contracted	1 234 727 452	729 476 559
27.3 Uncommitted	683 115 322	1 044 281 362
<b>TOTAL</b>	<b>2 267 162 783</b>	<b>2 079 444 231</b>

Projects to the value of R349.320m (2020- R305.686m) were committed but not contracted, R1.244m (2020 - R729.477m) were contracted for and R683.115m (2020 - R1 044.281m) remain uncommitted at year end. Work-in-progress at the end of year was R392.222m (2020 - R366.471m).

UNIVERSITY OF MPUMALANGA  
NOTES TO THE FINANCIAL STATEMENTS (Cont.)  
FOR THE YEAR ENDED 31 DECEMBER 2021

28. EXECUTIVE MANAGEMENT AND COUNCIL MEMBERS' REMUNERATION

EXECUTIVE	2021 R Salary	2021 R Expense Allowance	2021 R Total	2020 R Total
Prof TV Mayekiso	4 697 469	39 043	4 736 512	4 464 938
Prof S Sommers (appointed 1 January 2021)	2 795 750	22 848	2 818 598	-
Mr KD Pather	2 902 467	17 107	2 919 574	2 673 677
Mr JSM Legodi	2 284 601	17 107	2 301 709	2 159 511
Dr PM Maminza	1 802 310	15 514	1 817 824	1 695 322
Dr L Govender	2 000 225	17 108	2 017 332	1 660 855
	<u>16 482 822</u>	<u>128 727</u>	<u>16 611 549</u>	<u>12 654 303</u>

NON-EXECUTIVE COUNCIL MEMBERS

	Honorarium	Expense Allowance	Total	Total
Dr DM Mabunda (Chairperson)	43 461	39 043	82 504	81 799
Ms C Mabuza (Deputy Chairperson)	46 508	4 788	51 296	38 379
Mr GP Els (end of term 27 March 2021)	-	4 788	4 788	8 367
Ms C Ledwaba	59 269	4 788	64 057	41 835
Mr TG Mokoena	57 891	4 788	62 679	36 268
Prof RTG Nhlapho	23 712	4 788	28 500	56 513
Prof SS Ripinga	25 801	4 788	30 589	33 468
Mr JN Aling	51 682	4 788	56 470	31 390
Mr OM Galane	61 358	4 788	66 146	40 446
Mr MMC Khoza	13 945	4 788	18 733	11 156
Mr MD Nkosi	19 523	4 788	24 311	27 890
Prof. M Kanyane	50 202	4 788	54 990	36 257
Ms. N Ravele	67 647	4 788	72 435	41 146
Ms N.Z.N Madlakana	41 835	-	41 835	11 156
Ms L Ngcwabe (appointed 25 March 2021)	5 578	-	5 578	-
Mr TR Tshabalala (appointed 1 July 2021)	13 945	-	13 945	-
Mr P Ganesan (appointed 1 July 2021)	11 156	-	11 156	-
Mrs MZ Lushaba (appointed 30 September 2021)	2 789	-	2 789	-
Mr T Ndebele (appointed 1 November 2021)	5 578	-	5 578	-
	<u>601 880</u>	<u>96 499</u>	<u>698 379</u>	<u>496 070</u>

**UNIVERSITY OF MPUMALANGA**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

**29. 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. These are student funding entities formed by government. Key management refer to note 28.

**Related party transactions**

Government grants from the DHET	470 602 187	488 426 165
Government grants from the DHET - assets	70 411 668	60 274 632
Conditional grant received from the DHET - infrastructure	455 928 000	608 197 000
Funza Lushaka bursaries received for qualifying students	26 381 970	35 376 455
NSFAS bursaries received for qualifying students	337 886 024	245 616 231
	<u>1 361 209 849</u>	<u>1 437 890 483</u>

**Related party balances**

Deferred income from DHET	1 859 977 237	1 659 216 525
Current portion of Deferred income	55 239 435	60 274 628
Conditional grants	1 627 517 813	1 448 093 430
NSFAS (Credit) balance	(49 439 365)	(36 393 352)
Funza Lushaka (Credit) Debit balance	(70 776)	193 643
	<u>3 493 224 344</u>	<u>3 131 384 874</u>

**30. RISK MANAGEMENT**

**Capital risk management**

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

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

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

**Financial risk management**

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

**Liquidity risk**

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

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

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

Less than one year		
Trade and other payables	<u>120 902 496</u>	<u>103 207 383</u>

**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 2021, if interest rates on cash and cash equivalents had been 0.5% higher/lower with all other variables held constant, the surplus for the year would have been R10.668m (2020: R1.930m) higher/lower.

**UNIVERSITY OF MPUMALANGA**  
**NOTES TO THE FINANCIAL STATEMENTS (Cont.)**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

2021  
R

2020  
R

**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. The University has placed its cash and cash equivalents with reputable financial institutions and fund managers have been given a mandate to ensure capital preservation to limit investment risk. The University is exposed to credit risk arising from student receivables related to outstanding fees. This risk is mitigated by requiring students to pay an initial amount towards their tuition and accommodation fees at registration. Additionally, international students are required to have paid 100% of their prior year debt and 50% of current year fees before they are allowed to register.

Financial assets exposed to credit risk at year end were as below:

Trade and other receivables	26 730 430	35 801 225
Deposits	382 210	377 210
Cash at bank and cash	2 325 060 567	1 940 622 818
	<b>2 352 173 207</b>	<b>1 976 801 253</b>

**31. 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 cashflow 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 2021 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.

**32. 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 2021 as follows:

**32.1. 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 2021. 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 cashflow 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 2021. All the funders that committed to fund students have not shown any indication that they would not be able to fulfil their obligations. The cashflow 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.

**32.2. 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 be 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 with identifiable performance obligations, the transaction price should be determined and allocated so that revenue is recognised and disclosed. The University has applied the Standard consistently to ensure that revenue from tuition fees is recognised as income in the period to which the related study services are provided. This implies that whether the exams are written in January of the subsequent year, the tuition fees paid related to the appropriate financial year. IFRS 15 provides the following guidance in this regard:

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, did not have an impact on the 2020 and 2021 Financial years Revenue Recognition.

2021  
R

2020  
R

### 32.3. 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 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 2021.

### 32.4. 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.

### 32.5. Reimbursements of insurance claims

The university has adequate insurance cover for its assets as well as its personnel. As at 31 December 2021, there has been no claim lodged arising from Covid -19 related events.

#### Financial impact

#### Total capital and operational budget for COVID-19

54 656 478

45 198 318

#### 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

4 375 336

3 878 706

60 557 814

50 777 772

1 526 000

2 132 471

3 878 706

58 314 949

### 33. CONTINGENT LIABILITIES

The University currently faces some legal claims, whose outcome as at year-end was still uncertain. These are:

#### 33.1. Magma Masemola Attorneys Inc legal matter

Magma Masemola Attorney Inc. has issued a summons to the university alleging breach of contract for professional services. The legal firm claims to have performed a review and /or developed 100 policies on behalf of or at the request of UMP. The University has not authorised all the services performed to the total amount of R13.46m as claimed and as such disputes the existence of a contract for such services. While the University always prides itself for honouring its obligations with suppliers, it cannot be liable for unauthorised services.

#### 33.2. Njabulo Kabini claim for damages

Njabulo Kabini, a former UMP student instituted a claim for damages against UMP (as first defendant) and Fidelity Security Services (as second defendant). He alleges that during the November/December 2020 students' protests, Fidelity security officers shot at him with rubber bullets and damaged his right eye to an extent that the eye had to be removed and replaced with an artificial one. He is claiming for loss of earnings past and future, medical expenses past and future as well as general damages to a total amount of R60m. While this claim is still in its initial stages, the University is not accepting liability. At this stage a reliable estimate of claim amount has not yet been made as the extent of the injuries to the student have not yet been independently verified.

**UNIVERSITY OF MPUMALANGA**  
**DETAILED INCOME STATEMENT (Unaudited Supplementary Schedules)**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

	Notes	2021 R	2020 R
<b>INCOME FROM STUDENTS</b>	13	<b>207 463 045</b>	<b>163 035 147</b>
Application fees		1 905 908	1 255 897
Residence fees		18 634 702	19 198 627
Tuition fees		186 922 435	142 580 623
<b>OTHER INCOME</b>		<b>603 300 087</b>	<b>585 121 634</b>
Government grants - subsidy	12.1	470 602 187	488 426 165
Government grants - assets	12.2	78 705 838	60 596 853
Donations received	14	42 413	1 657 700
Investment income	15	45 316 974	31 893 108
Rental income - staff housing		615 713	584 756
Sales of goods and other services		8 007 156	1 963 052
Surplus on sale of assets		9 806	-
<b>TOTAL INCOME</b>		<b>810 763 132</b>	<b>748 156 781</b>
<b>OPERATING EXPENSES (Refer to page 32)</b>		<b>668 708 665</b>	<b>535 792 407</b>
<b>SURPLUS FOR THE YEAR</b>	15	<b>142 054 467</b>	<b>212 364 374</b>

**OPERATING EXPENSES**

	668 708 665	535 792 407
Advertising and marketing	7 246 898	5 134 358
Auditors remunerations - external	1 387 480	1 280 460
Auditors remunerations - internal	985 816	1 385 903
Bank charges	437 428	310 790
Catering and refreshment expenses	5 858 204	1 474 947
Cleaning	3 115 085	2 297 795
Communication costs	-	308 464
Conferences and workshops	1 877 583	488 725
Conditional grant expenses-Covid-19	5 341 980	4 415 112
Conditional grant expenses-HEAIDS	35 559	-
Conditional grant expenses-NEMISA	810 210	856 992
Conditional grant expenses-Mukwevho CBC	19 149	-
Conditional grant expenses-nGAP	8 822 085	9 232 796
Conditional grant expenses-NRF	2 513 560	3 185 325
Conditional grant expenses-UCDP	4 300 299	14 911 480
Conditional grant expenses-WRC	933 530	303 125
Conditional grant expenses- SANLAM	20 000	-
Conditional grant expenses-OAK FOUNDATION	379 698	-
Conditional grant expenses-INKOMATI USUTHU	1 086 719	-
Conditional grant expenses-NKOMAZI	22 397	-
Depreciation, amortisation and impairments	79 906 640	67 139 397
Employee costs	376 723 094	304 272 930
Forensic auditors	198 375	-
Fines and penalties	72 586	6 197
Information Communication and Technology cost	11 554 664	13 209 671
Infrastructure contribution	-	19 852
Insurance	3 018 536	2 988 652
Investors annual fee	6 605 190	4 865 767
Legal fees	7 950 163	11 393 388
Loss on decommissioning of assets	42 908	257 196
Motor vehicle expenses	1 831 181	1 712 605
Municipal services	43 213 039	29 111 954
Office supplies	888 421	125 196
Other expenses	-	439 690
Printing and stationery	1 659 655	2 790 205
Professional services	5 849 070	4 901 828
Provision for bad debts	5 606 488	3 297 794
Programme costs	3 261 333	1 164 301
Protective clothing	-	4 238
Recruitment costs	618 095	472 030
Rental of buildings	16 949	869 791
Rental of equipment	1 130 312	263 355
Repairs and maintenance	16 541 481	12 891 680
Residence expenses	317 606	910 700
Security and safety	24 075 354	15 088 831
Service fees	1 791 138	418 898
Small equipment	572 416	424 927
Staff development	1 112 325	770 444
Student support services	24 470 197	3 492 756
Subscriptions	793 991	3 110 190
Travel and accommodation - international	19 185	216 411
Travel and accommodation - local	3 674 591	3 575 262

# ANNEXURE 1

## LIST OF POLICIES APPROVED BY COUNCIL IN 2021

- 1 UMP BRANDING POLICY
- 2 NON-CURRENT ASSETS POLICY
- 3 E - LEARNING POLICY (REVISED)
- 4 MASTER'S AND DOCTORAL DEGREES POLICY (REVISED)



# ANNEXURE 2

ANNUAL PERFORMANCE PLAN 2021



## 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	Monitor the implementation of the Multi-Campus Management Model through the meetings of the Siyabuswa Campus Management Committee.	<b>Achieved</b> The implementation of the Multi-Campus Management Model was monitored during the meetings of the Siyabuswa Campus Management Committee on 14 May 2021, 06 August 2021 and 12 November 2021.	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.	<b>Achieved</b> Workshops on leadership and management for EMANCO were conducted on 14 September 2021 and 18 November 2021.	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.	<b>Achieved</b> The Audit, Risk and IT Governance Matrix was updated and submitted to ARIGC on 03 March 2021, 02 June 2021, 02 September 2021, and 04 November 2021.	Nil
	31 December	Align institutional structures and processes with the UMP Statute.	<b>Achieved</b> The membership of IF, EXCO of Council and Council were aligned with the UMP Statute.	Nil

	30 September	Institutional Risk Register review.	<b>Achieved</b> The Institutional Risk Register was reviewed on 28 September 2021.	Nil
	Quarterly	Risk Management Reports submitted quarterly to ARIGC.	<b>Achieved</b> The Risk Management Reports were submitted quarterly to ARIGC on 03 March 2021, 02 June 2021, 02 September 2021, and 04 November 2021.	Nil
	30 June	Submission of 2020 Annual Report to DHET.	<b>Achieved</b> The 2020 Annual Report was submitted to DHET on 30 June 2021.	Nil

### GOAL 1: CREATE AND SUPPORT AN ENVIRONMENT THAT FOSTERS RESEARCH QUALITY AND PRODUCTIVITY

Performance Objective	Performance Target Date	Implementation Measures	Actual Performance	% Deviation & Reason for Deviation
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#### Goal 1: Create and support an environment that fosters research quality and productivity

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 New Policy on Research Publications.	<b>Achieved</b> Research Policies (Policy on Conference Attendance; Policy on Research Support, Policy on Postdoctoral and Research Fellowships and New Policy on Research Publications implemented.	Nil
		30 June	Submission of 2020 DHET Research Output Report to DHET.	<b>Achieved</b> 2020 audited UMP Research Output Submitted to DHET on 13 May 2021.	Nil

## ACTIVITY AREA 2: RESEARCH AND KNOWLEDGE GENERATION

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 ICT.	<b>Achieved</b> 39 staff workshopped on Research Policies, Processes, Procedures and Funding opportunities in May 2021. Research Information Management system (Repository) developed by LIS. Information on tools to help find the suitable journal to publish on, procedures on application for Ethics approval and identification of predatory journals and, Emerald trial database provided to staff by LIS. Statistical Analysis software (E-Views) purchased for FEDBS and SPSS software made available to staff by ICT Division.	Nil
2.3	Promote, recognise and reward research and innovation excellence.	31 December	Research Excellence Awards ceremony held.	<b>Achieved</b> 2020 Research Excellence Awards Ceremony held on 09 December 2021. Drs Kanayo Ogujiuba and Gordon O'Brien received the Faculty Researchers of the Year; Dr Gordon O'Brien received the NRF Rating 2021 Research Excellence Award.	Nil

2.4	Increase and diversify external and internal financial resources available to support research-related activities.	31 December	<p>“Increase funding by 10%.</p> <p><b>Total Grant received in 2020= R7,823,527.70.</b></p> <p>10% increase = R782,352.77</p> <p><b>Total expected in 2021 = R8,605,879.77</b></p> <p><b>Total received in 2021= R9,715,657.48”.</b></p>	<p><b>“Achieved Research Division facilitated the following funding:</b></p> <p>WRC for Dr Ndoro (R571,000); BRICS for Dr O’Brien (R546,102); Inkomazi DSI for Prof Mbeng( R77,140); NRF CI for Lukhele-Olorunju (R97,600); NRF Ist year Masters (R1,035,000); NRF 2nd Masters (R720,000); NRF Honours (R2,535,000); NRF Rated Researchers (R180,000); NRF for Dr Yekwayo (R90,000); NRF for Dr Schmidt (R305,000); NRF for Dr Mashabela (R200,000); Nrf for Dr Suinyuy (R124,015); NRF for Prof Kutu (R400,000); Nrf for Prof Mbeng (R400,000); NRF for Dr Mathaba (R148,236); NRF Dr P Dlamini (R300,000); NRF for Prof Parker (R900,000);NRF for Mr S Dlamini (R30,000); NRF for Mr Sibeko (R 100,000); Nrf for Dr Wokadala (R118,764.48); Nemisa for Dr Kalema (R 248,400); Nemisa for Dr Manoeke (R303,400); SAIAB for Dr Dalu Postdoc (R250,000); WRC/WADER for Dr A Shabalala ( R530,000). 7 researchers received NRF Thuthuka Grant for 2022 (R.817,000)</p> <p>Total Received Jan-Dec 2021: <b>R9,715,657.48</b></p>	Nil
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				<p>Total attracted in 2021= R 9,715,657.48 + R1,522,000.00 (Prof Parker ) + R500,000.00( Dr M Bembe) + R817,000 = <b>R12,554,657.48</b></p>	
			Increase the number of funders by 2.	<p>Achieved 2 New funders are South African Institute for Aquatic Biodiversity (SAIAB) and Sentech.</p>	Nil

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

2.5	Attract, nurture and develop research potential and talent.	31 December	"1 Report on staff registered for Masters' and Doctoral degrees.	<p><b>"Achieved</b></p> <p>Progress Reports from supervisors of staff registered for postgraduate studies submitted to the Research Office.</p> <p>Masters' and Doctoral degrees obtained in 2021: 1 Masters (Ms C Ndlovu) and 6 Doctoral degrees (Dr Sidney Netshakhuma; Dr Chiedza Tsvakirai; Dr Mphalele Makgaleng; Dr Ayanda Shabalala; Dr Gerhard Viljoen and Dr Rudzani Mhlari).</p> <p>3 NRF Rating applications were submitted by researchers in February 2021. Six academic staff were assisted to prepare for future NRF rating.</p>	Nil
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2.6	Provide support to emerging researchers, 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). 67 applications were approved for Publication fees payment. 1 application was approved for Research Support Grant, 3 applications were approved for Institutional Research Theme Project. 4 Research communities of practice seminars presented by staff. NRF Information Session with Postgraduate students held 10 June 2021. Research Ethics Workshop held 1-2 July 2021. Workshops on Postgraduate supervision (15 June 2021), Institutional Research Themes (30 June 2021). Research Postgraduate supervision and Research Methods, methodology and data analyses workshops held on 6, 9 and 10 December 2021 at Siyabuswa Campus. NIPMO and TIA Presented on Intellectual Property Rights Act to researchers on 15 September 2021 Six presentations were made by eminent speakers during the International Open	Nil
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		<p>Access Week (25-31 October 2021) organised by LIS.</p> <p>Dr Thanyani Madzivhandila was selected to participate in the Future Professors Programme by DHET. Prof Jackie du Toit presented a report on 02 December 2021 on the progress made by UMP staff selected into the Future Professors Programme.</p>
	2 Seminars for emerging researchers will be held.	<p>Prof T Ngqondi delivered a seminar on 18 March 2021. Prof A Okharedia presented a Seminar on 6 May 2021 and Prof G Mahlomaholo delivered a Seminar on 10 June 2021.</p>
31 December	Research proposal writing interactions arranged for Honours and Masters' candidates; research methodologies and data analyses arranged for staff and postgraduate students.	<p><b>Achieved</b></p> <p>Arrangements for Honours and Masters' candidates proposal writing concluded with Faculty experts. Research methods, methodology and data analyses workshops were held on 12-14 July 2021 at Mbombela Campus and on 7 and 9 December 2021 at Siyabuswa Campus.</p>
30 August	Host 1 Writing Retreat for UMP researchers to increase research outputs.	<p><b>Achieved</b></p> <p>2021 Writing retreat was held at the Kruger Park Lodge Hazyview, 16-20 August 2021.</p>

		30 August	Host 1 Writing Retreat for UMP researchers in January to increase research outputs.	<b>Achieved</b> One Writing Retreat held on 06-10 January 2020 at Pestana Lodge, Malelane.	Nil
2.7	Create a culture of research in undergraduate students.	31 December	12 undergraduate students participating in research internship opportunities from Senior Academics.	<b>Achieved</b> 12 undergraduate students participated in research internship opportunities under the Mentorship of Prof, Mwabvu, Otang-Mbeng, Sibanyoni and Drs Chingombe and Mhlanga.	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 1 International partners.	<b>Achieved</b> MoU was signed with South African Environmental Observation Network (SAEON) on 9 March 2021. MoU was signed with Coventry University, UK on 28 April 2021. MoU was signed with the Centre of Excellence: Human Development (CoE) hosted by Wits University on 15 August 2021 and with South African Institute for Aquatic Biodiversity (SAIAB) on 21 September 2021.	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.	31 December	End of the year report on implementation of the QA framework submitted to Senate for noting.	<b>Achieved</b> End of the year report of the QA framework submitted to Senate for noting for meeting on 24 February, 2022.	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 PQM Clearance as per the 2020 -2025 Enrolment Plan.	<b>Achieved</b> 24 applications for new qualifications were submitted to DHET for PQM Clearance as per the 2020-2025 Enrolment Plan.  1. Biochemistry, microbiology and biotechnology as new CESMs in the BSc on 01 February 2021.  2. Advanced Diploma in Animal Production on 02 February 2021.  3. Bachelor of Arts in Media Communication and Culture on 22 February 2021.  4. BA Honours in Gender Studies on 25 February 2021.  5. BEd Honours in Teaching and Learning on 09 April 2021.  6. BEd Intermediate Phase Teaching on 28 April 2021.  7. BCom Honours in Industrial Psychology on 26 April 2021.	Nil

8. BA Honours in IsiNdebele on 30 April 2021.
9. BA Honours in Cultural and Heritage Studies on 26 May 2021.
10. BA Honours in Political Science on 26 May 2021.
11. BSc Honours in Geology on 17 May 2021.
12. BEd Honours in Teaching and Learning on 24 May 2021.
13. Addition of geology as a major subject in the BSc on 15 July 2021.
14. BA Hons general on 27 August 2021.
15. BCom Hons general on 27 August 2021.
16. BSc Hons general on 27 August 2021.
17. B Social Work on 27 August 2021.
18. Addition of new CESM to the MA for psychology,
19. Industrial psychology,
20. Geography,
21. isiSwati, and
22. English on 12 October 2021.
23. PhD general for the Humanities on 21 October 2021.
24. International Relations addition to the BA on 28 October 2021.

31 December	Submit applications for 6 new qualifications to CHE for accreditation.	<p><b>Achieved</b></p> <p>17 applications for new qualifications were submitted to CHE for accreditation.</p> <ol style="list-style-type: none"> <li>1. LLB on 20 January 2021.</li> <li>2. PhD in general science on 29 January 2021.</li> <li>3. BSc Honours in Geography on 29 January 2021.</li> <li>4. BSc Honours in Entomology on 22 February 2021.</li> <li>5. BSc Honours in Ecology on 22 February 2021.</li> <li>6. BAdmin Honours on 16 March 2021.</li> <li>7. Higher Certificate in Event Management on 14 April 2021.</li> <li>8. Addition of new CESMs to the BSc in Microbiology,</li> <li>9. Biochemistry,</li> <li>10. Biotechnology on 20 April 2021.</li> <li>11. Postgraduate Diploma in Agriculture on 3 May 2021.</li> <li>12. Advanced Diploma in Animal production on 20 July 2021.</li> <li>13. BA Honours in Gender Studies on 15 September 2021.</li> <li>14. BCom Honours in Business Management on 20 September 2021.</li> <li>15. BSc in Forestry on 25 September 2021.</li> </ol>	Nil
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				16. BEd Honours in Teaching and Learning on 2 October 2021. 17. Addition of geology to the BSc on 21 October 2021.	
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.	<b>Achieved</b> Two online workshops were presented on how to record and upload lectures on Moodle on 26 February and 21 July 2021 on both campuses.	Nil
3.4	To provide formal exposure to the work environment through inclusion of internships and WIL in our qualifications and thus improve employability.	31 December	All new Diploma curricula include a period of WIL	<b>Achieved</b> All new Diplomas offered include a WIL component.	Nil

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

3.5	To provide support through the programme of Academic Staff Support for Teaching and Learning (PASS for T&L) that includes support for curriculum development, assessment of teaching and learning, and teaching methods.	31 March	2021 Calendar for PASS for T&L for both campuses developed.	<b>Achieved</b> 2021 Calendar for PASS for T & L was developed for both campuses.	Nil
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31 December	Two academic development modules presented each quarter on each campus.	<b>Over Achieved</b> Eight academic development modules presented each quarter on each campus.  1. Teaching and Learning in HE on 22 March, 2021.  2. Assessment and Moderation of Learning on 31 March 2021.  3. Enhancing Learning through Scholarship of Learning on 18 May, 2021.  4. Teaching and Learning in HE on 8 June, 13 July, 2021.  5. Academic mentorship 20 July, 2021.  6. Promoting reflexive teaching through portfolio development on 30 July, 2021.  7. Evaluation of teaching and the value of evaluation data on 18 August, 2021.  8. Assessment and Moderation of learning on 01 October, 2021.	Nil
31 December	Quarterly reports on the implementation of PASS for T&L submitted to the DVC: T&L.	<b>Achieved</b> Four quarterly reports on the implementation of PASS for T & L were submitted to the DVC: T&L.	Nil

3.6	To promote recognise and reward excellence in teaching.	30 September	School T&L champions identified and supported.	<b>Achieved</b> School T & L champions identified and supported. Drs. Boshoff and Khanyile were recognized and awarded for teaching excellence.	Nil
3.7	To attract, nurture and develop academics as reflective practitioners.	30 November	Opportunities created for 10 staff to undertake formal postgraduate higher education qualifications focussing on Teaching and Learning.	<b>Achieved</b> Opportunities were created for 11 staff to undertake formal postgraduate higher education qualifications focusing on Teaching and Learning.	Nil
3.8	To provide a policy and support for the use of multimedia and ICTs in teaching and learning.	31 October	Present two workshops/ seminars on online teaching and learning focusing on assessment.	<b>Achieved</b> Two workshops/ seminars presented on online teaching and learning focusing on assessment on 20 July and 01 October, 2021.	Nil

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

3.9	To accept a range of minimum entrance requirements including Recognition of Prior Learning.	31 December	Implement the revised Admissions Policy.	<b>Achieved</b> Revised Admissions Policy that includes Recognition of Prior Learning (RPL) was implemented. School of Development Studies admitted a student using RPL.	Nil
3.10	To provide a scaffolded programme of student support and mentorship.	31 March	Orientation week held on both campuses and report submitted to DVC: T&L.	<b>Achieved</b> Orientation week held on both campuses and report submitted to DVC: T & L.	Nil

3.11	To have a flexible curriculum structure that will promote success and improve completion rates and throughput.	28 February	2021 Calendar for First Year Experienced (FYE) developed approved by the DVC: Teaching and Learning.	<b>Achieved</b> 2021 Calendar for First Year Experience (FYE) was developed and approved by the DVC: Teaching and Learning.	Nil
			Quarterly reports on implementation of the FYE submitted to the DVC: T&L.	<b>Achieved</b> Four reports on implementation of FYE submitted to DVC: T&L.	Nil
		31 December	Explore the possibility of introducing a flexible curriculum structure for the BSc degree.	<b>Achieved</b> A plan was developed to introduce a flexible curriculum structure for the BSc degree.	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.	31 December	Monitor the implementation of the maintenance plan for 2021 through monthly reports.	<b>Achieved</b> The implementation of the Maintenance Plan was conducted through both preventative and on-demand maintenance tasks. Conducted 1691 preventative maintenance tasks and 3529 on-demand maintenance tasks and the monthly reports were submitted.	Nil
			Monitor the implementation of the Integrated Renovation Plan for 2021 through monthly reports.	<p>The UMP Integrated Renovation Plan was implemented and monitored through monthly reports.</p> <p>The tunnel gate was renovated and completed on 19 October 2021 at Mbombela Campus.</p> <p>Tennis/Netball Courts fence and the gate were renovated and completed on 20 April 2021.</p> <p>Renovated the Security Guard House at Main Gate by the end of March 2021 at Mbombela Campus.</p>	Nil

		<p>Completed painting of the Gym on 23 November 2021 at Siyabuswa Campus.</p> <p>Upgraded and completed the tractor store to accommodate the New Bus on 20 December 2021 at Mbombela Campus.</p> <p>Renovated and completed the Nursery Shade Netting Roof and the Compost Bin on 21 June 2021 at Mbombela Campus.</p>	
	<p>Monitor the implementation of the Siyabuswa Beautification Project Phase II through monthly reports.</p>	<p><b>Not Achieved</b> 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.</p>	<p>30% due to students protests</p>
31 December	<p>Implement a Project Progress Documentation Monitoring and Reporting Management System to manage all infrastructure projects.</p>	<p><b>Achieved</b> Implementation of the project progress Documentation Monitoring and Reporting Management System has reached 45% of project progress.</p>	<p>Nil</p>

		30 June	Revise the Project Management Reporting System to be in line with Department of Higher Education and Training requirements.	<b>Achieved</b> 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.	31 December	<p><b>Achieve 100%</b> Construction Progress on the following Projects:</p> <p>Academic &amp; Archive Building (NBPO021);</p> <p>South Campus Civil Infrastructure (SIP1001);</p> <p>South Campus Electrical Infrastructure (SIP1002).</p>	<p><b>Not Achieved</b> The Academic &amp; Archive Building (NBPO021) project reached 100% construction completion and certificate of achievement for completion issued on 15 December 2021.</p> <p>The South Campus Civil Infrastructure (SIP1001) project reached 100% construction completion and completion certificate issued on 30 November 2021</p> <p>The South Campus Electrical Infrastructure (SIP1002) project reached 100% construction completion and completion certificate issued on 15 December 2021</p>	Nil

		Construction of Infrastructure and Operations Building Phase 1 (NBP0023a).	The Infrastructure and Operations Building Phase 1 (NBP0023a) project reached 100% construction completion and completion certificate issued on 29 November 2021.	
31 December		Achieving 100% Construction Progress on the construction of the Irrigation Laboratory (NBP0022); and	<b>Achieved</b> The Irrigation Laboratory (NBP0022) project reached 100% completion and certificate of achievement for completion issued on 15 December 2021.	Nil
		ICT & Security Building (NBPO019).	The ICT & Security Building (NBPO019) reached 100% completion and certificate of achievement for completion issued on 15 December 2021.	
31 December		Achieving 100% Construction Progress on the construction of Bulk Infrastructure Electricity – Construction of the 20MVA Substation (BIP0004).	<b>Achieved</b> The Bulk Infrastructure Electricity – Construction of the 20MVA Substation (BIP0004) had reached 100% completion and certificate of achievement for completion issued on 15 December 2021.	Nil
		Implementation of the Load Management System (LMS0001).	45% progress was achieved in the Implementation of the Load Management System (LMS0001).	

4.3		31 December	Complete Designs for Infrastructure and Operations Building Phase 2 (NBP0023b) Complete Designs for Academic Building 1 (NBP0024).	<b>Achieved</b> Designs for Infrastructure and Operations Building Phase 2 (NBP0023b) Had been completed. Designs of the Academic Building 1 (NBP0024) had been completed on 05 October 2021.	Nil
			Complete Designs for Academic Building 2 (NBP0025).	Designs of the Academic Building 2 (NBP0025) had been completed on 05 October 2021.	
			Complete Designs for Great Hall (NBP0026).	Designs of the Great Hall (NBP0026) had been completed on 05 October 2021.	
	Create social spaces for crucial conversations with both internal and external stakeholders.	31 December	<b>Achieving 50%</b> Construction Progress on the construction of Gate House, Bus and Taxi Drop – Off (NBP0031).	<b>Achieved</b> Construction of the Gate House, Bus and Taxi Drop – Off (NBP0031) had reached 65% completion stage.	Nil
		31 December	<b>Achieving 40%</b> Construction Progress on the construction of Lower Campus Access and Gate House Facilities (NBP0015).	<b>Achieved</b> Construction of the Lower Campus Access and Gate House Facilities (NBP0015) had reached 40% completion.	Nil

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## Goal 2: Establish and enhance quality institutional support services

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4.4	Establish effective integrated planning framework.	31 October	Facilitate the development of the 2020 HEDA Audit Action Plans.	<p><b>Achieved</b> The Draft Audit Action Plan was submitted to the Audit Steering Committee for consideration on 16 February 2021 and 18 May 2021.</p> <p>The Draft Audit Action Plan was revised to be considered at the Audit Steering Committee of 21 October 2021.</p> <p>The 2020 HEMIS Audit Action Plan was developed and approved at the Audit Steering Committee meeting of 21 October 2021.</p>	Nil
4.5	Establish systems and processes for monitoring and evaluation.	31 December	Monitor the implementation of the Monitoring & Evaluation Framework.	<p><b>Achieved</b> Finalized the plans for the development of Monitoring and Evaluation Framework.</p> <p>The Monitoring and Evaluation Framework was developed, and its implementation was monitored through submissions to MANCO.</p>	Nil
		31 December	Submit HEMIS Data as per DHET schedules.	<p><b>Achieved</b> HEMIS Data was submitted as per the DHET schedules as follows:</p> <p>2020 Staff HEMIS VALPAC by 19 February 2021.</p>	Nil

				<p>2020 Post-Doctoral Fellows HEMIS VALPAC by 16 March 2021.</p> <p>2020 2nd Student HEMIS VALPAC by 28 April 2021.</p> <p>2020 Space HEMIS VALPAC by 18 May 2021.</p> <p>2020 3rd Student HEMIS VALPAC by 30 July 2021.</p> <p>2020 Final Staff HEMIS VALPAC by 30 July 2021.</p> <p>2021 1st Student HEMIS VALPAC by 29 October 2021.</p>	
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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 for 2021 through monthly reports.	<p><b>Achieved</b></p> <p>The UMP SHE Management Plan 2021 was implemented and monitored through monthly reports.</p> <p>The following SHE Awareness Campaigns were conducted and the monthly reports submitted.</p> <p>Emergency Preparedness with the Hotel and Catering Staff on 24 June 2021 at Mbombela Campus.</p> <p>Safety Operating Procedure with Infrastructure and Maintenance Staff on 20 October 2021 at Mbombela Campus.</p>	Nil
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Accident Prevention  
with the Kitchen  
Staff 28 October at  
Siyabuswa Campus.

The following Fire  
Drills were conducted,  
and monthly reports  
submitted.

Fire Drills at Building  
1, 7, 13, Old Student  
Residences and Uptown  
at Mbombela Campus  
on 14 April 2021.

Fire Drill with the Hotel  
and Catering Staff  
on 06 August 2021 at  
Mbombela Campus  
Fire Drill with the  
Kitchen Staff on 17  
September 2021 at  
Siyabuswa Campus.

The following Toolbox  
Talks were conducted,  
and monthly reports  
submitted.

Substance Abuse with  
the Infrastructure &  
Maintenance Staff on  
22 June 2021.

Maintenance of  
Landscape with  
Infrastructure and  
Maintenance Staff on  
10 November 2021.

Safety Induction  
with the Library Staff  
on 22 April 2021 at  
Siyabuswa Campus.

		<p>Conduct four (4) SHE awareness campaigns to students and staff in both campuses.</p>	<p><b>Achieved</b>  The following SHE Awareness Campaigns were conducted and monthly reports submitted.</p> <p>Injury on Duty and Office Ergonomics with the Administration Support Staff on 16 September 2021 at Siyabuswa Campus.</p> <p>Emergency Preparedness with Students on 07 April 2021 at Mbombela Campus.</p> <p>Personal Hygiene with Infrastructure &amp; Maintenance Staff on 19 May 2021.</p> <p>Safety Induction with Students on 12 March 2021 at Siyabuswa Campus.</p> <p>Handling of Hazardous Substance with Cleaners on 29 October 2021 at Siyabuswa Campus.</p> <p>General, Health &amp; Safety Management with the Infrastructure &amp; Maintenance Staff on 14 July 2021.</p>	<p>Nil</p>
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		<p>Conduct four (4) security awareness campaigns to students and staff in both campuses.</p>	<p><b>Achieved</b> The following Security Awareness Campaigns were conducted, and monthly reports submitted.</p> <p>Access Control with the Academic Staff in Building 04 on 31 May 2021.</p> <p>Drugs, GBV and other social ills with Students on 18 August 2021 at Mbombela Campus.</p> <p>Document Security with Staff at Mbombela Campus on 13 December 2021.</p> <p>Safety and Security with Students and Farm Staff on 29 January 2021 and 26 February 2021 respectively.</p>	<p>Nil</p>
		<p>Implement and monitor the Security Management Plan for 2021 through monthly reports.</p>	<p><b>Achieved</b> The UMP Security Management Plan was implemented and monitored through monthly reports.</p> <p>Installed the Security Trellidoor at Building 02 on 28 June 2021.</p> <p>Upgraded access control room and installed CCTV cameras on 13 September 2021 at Siyabuswa Campus.</p>	<p>Nil</p>

				Installed temporary access gate with Firearm Safe and CCTV Cameras at Mbombela Campus and the monthly reports were submitted.	
		31 September	Conduct one security risk assessment report per campus.	<p><b>Achieved</b> Conducted Security Risk Assessment by South African Police Service (SAPS) on 24 and 25 March 2021 at Mbombela Campus and on 28 April 2021 at Siyabuswa Campus.</p> <p>Further conducted one Security Risk Assessment by Hlosi Security on 09 April 2021 at Siyabuswa Campus.</p>	Nil
4.7	Create and maintain quality estate and facilities informed by the needs of students and staff.	31 December	<p>Monitor the implementation of the fleet management plan 2021 through monthly reports.</p> <p>Monitor the implementation of the new Catering Management Model through monthly reports.</p>	<p><b>Achieved</b> The UMP Fleet Management Plan was implemented and monitored through monthly inspections, renewal of fleet licenses, fleet repairs. Conducted monthly fleet inspections, renewal of fleet licenses and 30 vehicles were repaired in 2021 and the monthly fleet reports were submitted.</p> <p><b>Achieved</b> The UMP New Catering Management Model was implemented through taking over the Hotel and Catering Services from 01 March 2021.</p>	Nil

			<p>The UMP Catering Menus were approved by MANCO on 11 February 2021. Micros system and MyInventory were activated for restaurants and the dining halls on 19 February 2021.</p> <p>Trained 10 staff members on MyInventory and Symphony from 14 to 16 September 2021.</p> <p>Established collaboration with Inhambane Tourism School from Mozambique on 08 November 2021.</p>	
		Develop Catering Management Policy.	<p><b>Achieved</b> Developed the Catering Management Policy and submitted to MANCO on 27 October 2021.</p>	Nil
		Monitor the implementation of food safety plan through monthly reports.	<p><b>Achieved</b> The UMP Food Safety Plan was implemented and monitored through monthly reports.</p> <p>The pest control routines were conducted each quarter of 2021 and the monthly reports were submitted.</p> <p>Conducted food safety audit on 25 August 2021 and on 02 December 2021 and the monthly reports were submitted.</p>	Nil

4.8	Expand ICT Infrastructure to enhance the academic project and support services.	31 December	Upgrade Mbombela Campus ICT infrastructure.	<p><b>Achieved</b> Moodle upgraded from version 3.7 to version 3.9 on 24 February 2021.</p> <p>Moodle and Respondus integration was completed on 30 July 2021.</p> <p>Implementation of the Licenced Respondus Online Assessment software was completed on 12 October 2021.</p> <p>Mbombela Campus Internet bandwidth upgraded to 10Giga bit per second (Gbps) on 30 March 2021.</p> <p>Archibus Servers were migrated to Azure on 21 May 2021.</p> <p>The Archibus System was upgraded from Version 23 to 25.4 on 1 Aug 2021.</p>	Nil
		31 December	Upgrade Siyabuswa Campus ICT infrastructure.	<p><b>Achieved</b> Siyabuswa Campus Internet bandwidth upgraded to 1Gigabits per second (Gbps). The upgrade was completed 7 April 2021.</p> <p>A total of 21 x 3KVA UPS units were installed on 10 December 2021.</p> <p>Cabling for CCTV system completed on 8 October 2021.</p>	Nil

	31 December	Develop ICT Policies.	<p><b>Achieved</b> The draft ICT Security Policy served at MANCO on 8 December 2021.</p> <p>The following policies were submitted to the ICT Committee for consideration: Mobile Device Management Policy ICT Remote Access Policy File Sharing and Transfer Policy on 14 December 2021.</p>	Nil
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## ACTIVITY AREA 5: QUALITY STUDENT EXPERIENCE

### 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	Elections of the 2022 CRCs and SRC held as per the SRC Constitution.	<b>Achieved</b> The 2021 CRC-SRC elections were held on 5 November 2021 and the SRC Office bearers' elective meeting was held on 20 November 2021.	Nil
5.2		31 October	4 training programmes provided for the student leadership (SRC/CRCs) per year.	<b>Achieved</b> Financial Management Training was held on 22 May 2021 via Zoom.  The Siyabuswa Campus held a Leadership and Team Building session for the CRC and Student Societies on 29 May 2021.  The Siyabuswa Campus conducted training for the CRC and Societies on running of effective meetings on 5 June 2021.  The Manager: Student Governance facilitated a training on political tolerance which was attended by the CRC and the Recognized Student Political Structures at the Siyabuswa Campus on 30 September 2021.	Nil

		31 August	2 training sessions provided for the house committees per Campus.	<p>On 15 October 2021 a training was held for the student political structures on Political Tolerance.</p> <p><b>Achieved</b> Training for both the Mbombela and Siyabuswa Campus Resident Student Assistants was conducted on 28 and 29 January 2021.</p> <p>The Siyabuswa Campus Floor Representatives were trained on 6 March 2021.</p> <p>The Manager: Student Housing held engagement sessions with the RSAs on 18 and 19 August 2021 in Mbombela and Siyabuswa Campuses, respectively.</p>	Nil
5.3	Promote accountable student leadership structures.	Per the SRC meetings schedule.	SRC meetings held per the schedule.	<p><b>Achieved</b> The SRC held 2 meetings during the 1st Quarter, on 26 February 2021 and 11 March 2021.</p> <p>The SRC held 3 meetings during Q2 on 7 April 2021, 8 May 2021 and 26 May 2021.</p> <p>The SRC held 2 meetings in Q3 on 19 August 2021 and 9 September 2021.</p>	Nil

		One meeting per semester.	Reports on the mass meetings submitted to Management.	<p><b>Achieved</b> The SRC and the Siyabuswa CRC held a mass meeting at the Siyabuswa Campus on 9 May 2021.</p> <p>On 23 July 2021 the SRC communicated with students virtually through the use of social media welcoming them to the 2nd semester and sharing important information with the student body.</p>	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.	<p><b>Achieved</b> The Managers: Student Governance &amp; Development discussed student related policies with the first year students during the Orientation Week on 11 March 2021.</p> <p>The Manager: Student Governance &amp; Development discussed the Policy on the Management of Student Protests on 13 April 2021 at the Mbombela Campus.</p> <p>The Manager: Student Governance &amp; Development had an item on student policy related as an agenda item in the meetings with the CRC held on 24 August 2021 and 28 September 2021.</p>	Nil

5.5	Create effective communication strategies between student leadership and university leadership.	Per the almanac dates.	Quarterly MANCO/ SRC meetings held.	<p><b>Achieved</b></p> <p>The Vice-Chancellor and the Dean of Students held a meeting with the SRC President on 12 March 2021.</p> <p>MANCO held the SRC Investiture on 18 March 2021 at the Mbombela Campus.</p> <p>Management (VC and the DoS) held a meeting with the SRC Representatives on 9 April 2021.</p> <p>Management held a meeting with the SRC on 18 August 2021.</p> <p>MANCO held two meetings with the SRC on 13 and 25 October 2021.</p>	Nil
		Per the almanac dates.	Quarterly MANCO/ SRC meetings held.	<p><b>Achieved</b></p> <p>The DoS held a meeting with the SRC President and the SRC Secretary General on 18 March 2021.</p> <p>The DoS and the Managers in Student Affairs held a meeting with the SRC on 30 March 2021.</p> <p>The DoS held a meeting with the SRC President, Secretary General and the SRC Treasurer on 31 May 2021.</p>	Nil

			<p>The DoS and the Student Affairs Managers held a meeting with the SRC on 24 August 2021.</p> <p>The DoS and the ED: Finance held a meeting with the SRC on 22 November 2021 to discuss the 2022 Fees.</p>	
	Per the Managers/ CRC meetings schedule.	Managers/CRC meetings held.	<p><b>Achieved</b></p> <p>The Manager: Student Governance &amp; Development (Siyabuswa Campus) held meetings with the Siyabuswa CRC, on 2 March 2021; 15 April 2021; 4 May 2021; June 2021; 31 August 2021; 26 October 2021 and 12 November 2021.</p> <p>The Manager: Student Governance &amp; Development (Mbombela Campus) held meetings with the Mbombela CRC on 24 March 2021; 13 April 2021; 11 June 2021; 24 August 2021; 28 September 2021; and 28 October 2021.</p>	Nil

## 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.	<b>Achieved</b> 12 functional sporting codes held activities in during the year:	Nil
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The Siyabuswa Campus Netball Team, (a) participated in the Gert Sibande Netball Association Open day, which was hosted at Secunda on 10 April 2021; (b) played its Nkangala League games on 24 April 2021 and 29 May 2021; and (c) played against SAPS on 2 June 2021.

The Mbombela Campus Netball team, (a) played its Mbombela League matches on 17 and 29 May 2021; (b) participated in the Mbombela Netball Twizza Championship which took place on 19 June 2021; and (c) participated in the Netball Tournament organised by Eagles Netball Club in Mkhuhlu, Mbombela, on 23 October 2021.

The UMP Netball team participated in the 2021 USSA Netball Championship from 19 to 25 September 2021. The Mbombela Campus Football team, (a) played a match for the 2020/21 season of the Mbombela Local Football League on 26 March 2021; and (b) was crowned the Champions of the Mbombela Local Football Association (Mbombela Stream) league for the 2020/21 season in April 2021.

The Siyabuswa Campus Volleyball team (a) hosted Sovetjheza Volleyball team on 24, 26 and 31 March 2021; (b) participated in the Nkangala Volleyball Union League Fixture on 28 August 2021 which was held in Emalahleni.

The UMP Volleyball Teams (Males and Females) participated in the Mpumalanga Volleyball Association Tournament held in Ermelo on 1 and 2 May 2021.

The Siyabuswa Campus Soccer team (a) played against Tweetfontein SAPS on 14 April 2021; (b) played against CN Mahlangu TVET College on 21 April 2021.

Siyabuswa Campus Soccer Team Ladies played against CN Mahlangu TVET College on 21 April 2021.

The UMP athletes participated in the 2021 USSA Athletics Tournament that was held from 12 to 15 May 2021 in Johannesburg.

An exhibition, to expose our students to indigenous games, was held on 14 April 2021 at the Siyabuswa Campus and was facilitated by the Department of Culture, Sports and Recreation-Nkangala District.

The UMP Cricket Club played a match against the White River Cricket Club on 10 April 2021.

The UMP Cricket Club played its league games on 16, 23 and 30 October 2021.

Sports and Recreation hosted Online Chess Tournaments on 16, 21, 23, 27 and 30 April 2021; 5, 7 and 26 May 2021, and 2 June 2021 for students. Students used their own cell phones to log in and play.

The Siyabuswa Campus held an Aerobics Marathon on 2 and 9 June 2021.

3 students from Mbombela Campus participated in the USSA Cross Country Championships on 7 and 8 October 2021 at the University of the Free State.

			<p>12 UMP students participated in the Track and Field League event organised by Athletics Mpumalanga which was held in Middelburg on 22 October 2021. 9 students attended the Coaches4Life workshop which was facilitated by Love Life at the Mbombela Campus from 5 to 7 October 2021.</p> <p>The Mbombela Campus Basketball team participated in league games held on 2 and 23 October 2021 at KaMhlushwa and Lydenburg, respectively.</p>	
	31 October	3 sports days to be held per year.	<p><b>Achieved</b></p> <p>Sports and Recreation held 2 Sports Awareness Days on 7 May 2021 at the Mbombela Campus and 15 May 2021 at the Siyabuswa Campus.</p> <p>UMP Sports Trials took place on 5 June 2021 at the Mbombela Campus.</p> <p>UMP Sports and Recreation held two online chess tournaments for UMP Students on 5 &amp; 6 August 2021.</p> <p>On 14 August 2021, the Siyabuswa Campus hosted a Women's Month Celebration Aerobics marathon.</p>	Nil

5.7	Promote coherent and active student societies.	31 October	5 new student societies established during the year.	<p>A Sports Indaba was held at Mbombela Campus on 16 October 2021.</p> <p><b>Achieved</b> Guidelines on the establishment and support for Student Societies were approved by MANCO on 24 February 2021.</p> <p>The Siyabuswa Campus introduced the Student Societies to new students on 11 March 2021.</p> <p>The Enviro Socio-Virgo Student Society was established during the month of April at the Mbombela Campus which focuses on promoting clean environment.</p> <p>The CompLit (Computer Literacy) Student Society was established by the ICT and Bachelor of Development Studies students at the Mbombela Campus.</p> <p>The Disability Ambassadors was established as a Student Society at the Mbombela Campus.</p> <p>The Cycle of Brothers Student Society was established at the Mbombela Campus.</p> <p>The Rainbow Alliance Student Society was established at the Mbombela Campus.</p>	Nil
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	31 October	3 meetings/events held by student society.	<p><b>Achieved</b></p> <p>The Siyabuswa Debating Society (a) conducted a recruitment drive on 29 March 2021; and (b) held a student's dialogue on 12 May 2021.</p> <p>The End Times Gospel Society organised a Pre-exam Prayer on 28 May 2021 at the Siyabuswa Campus.</p> <p>The Enviro-Socio Virgo Student Society (a) hosted an "all black clean up" drive in the Mbombela Campus on 5 May 2021; (b) conducted a cleaning drive on 7 May 2021 under the "I Love My Campus" drive, where they encouraged students to keep the campus litter-free, in collaboration with the Rainbow Alliance Student Society; (c) hosted a clean-up campaign in celebrating Women's Day on 13 August 2021.</p> <p>The Unapologetic Student Society hosted the "Body positivity" talk session on 13 May 2021.</p> <p>On 28 May 2021 the Brother's Keeper Student Society hosted an "I am my brother's keeper" dialogue at the Mbombela Campus.</p>	Nil
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				<p>The Woman of Character Student Society (a) relaunched the society under the theme, "Woman of character in the 21st century" on 28 May 2021; and (b) hosted a talk show on zoom under the theme "A fearless woman". The session was held on 27 August 2021.</p> <p>The Rainbow Alliance Student Society (a) hosted a walk-through on 10 September 2021, driving a sanitary towels campaign where they collected sanitary towels from students and later donated them to Takheleni Primary school; (b) held a Pride and Celebration of the LGBTQIA+ Community event on 22 October 2021 at the Mbombela Campus.</p>	
		Quarterly	Quarterly reports on activities of student societies.	<p><b>Achieved</b></p> <p>The quarterly reports on the activities of the student societies were submitted to the Dean of Students during the year for each quarter.</p>	Nil
5.8	Stimulate and sponsor personal development programmes for students.	31 October	10 student development programmes per year.	<p><b>Achieved</b></p> <p>The Siyabuswa Campus held a Financial Literacy Training for 1st year students on 10 March 2021.</p>	Nil

A session on “How to succeed at University” was held at the Siyabuswa Campus on 11 March 2021.

The Siyabuswa Campus conducted a Basic Computer Skills Training for 1st year students on 18, 19 and 24 March 2021.

A session on “Connect, Belong and Achieve” was held for 1st year students at the Siyabuswa Campus on 20 March 2021.

The Student Development Officer and some mentors hosted a dialogue with 1st year students on the theme: “University Life” on 9 March 2021 at the Mbombela Campus.

Student Governance & Development hosted (a) 2 female student empowerment sessions under the VC’s Student Development Programme on 8 April 2021 and 5 June 2021; (b) 2 male student empowerment sessions on 17 April 2021 and 15 May 2021 under the VC’s Student Development Programme; (c) held other 2 sessions for the female students participating in the VC’s Student Empowerment Programme on

14 August 2021 and 4 September 2021; (d) held the male student participants of the VC's Student Empowerment Programme on 19 August 2021 and 11 September 2021; and (e) organised a session on 11 September 2021 where the female student participants of the VC's Student Empowerment Programme had a session with the Vice Chancellor speaking to them on the last session for the 2021 Programme.

The Mbombela Campus held a Financial Wellbeing session for first year students on 20 May 2021 which was facilitated by Heartlines.

On 12 August 2021, the Mbombela Student Development Officer arranged a CV writing session for students.

On 26 August 2021 the University held a Healthy Nutrition and Fitness session for the first year students.

On 8 September 2021, the Mbombela Campus held a public speaking session for students via the Microsoft Teams online platform.

The University organised a financial literacy session for students which was held on 9 September 2021.

A session on managing exam stress and anxiety was held on 7 October 2021 for students at the Mbombela Campus.

The Student Development Officer organised an exam preparation session on 14 October 2021 at the Mbombela Campus.

The South African Council for Educators (SACE) facilitated a Job readiness workshop for students at the Siyabuswa Campus on 18 October 2021.

Peer Educators attended and participated in a Peer Educators' Workshop facilitated by Higher Health on 21 October 2021.

The Dean of Students facilitated a session on Responsible Citizenship for 1st year students on 28 October 2021.

5.9	Promote and support student life events.	31 December	5 student life events held per Campus.	<p><b>Achieved</b> On 8 and 9 April 2021 House Wardens, Assistant House Wardens, RSAs together with Health and Safety Officer checked Alarm Systems in preparation for the Fire Drill scheduled for 14 April 2021 at the Mbombela Campus.</p> <p>The student mentors in collaboration with Siyabuswa Campus Sports and Recreation Officer organised an Indigenous Games Exhibition on 14 April 2021.</p> <p>The Siyabuswa Peer Educators organised a “Girls Talk” on 21 April 2021.</p> <p>A music and poetry session was held at the Siyabuswa Campus on 19 May 2021.</p> <p>On 21 May 2021, RSAs organized a Movie night for residence students at Mbombela Campus.</p> <p>Africa Day Celebrations were held at the Siyabuswa Campus on 26 May 2021 and students participated.</p> <p>The Siyabuswa Campus held a GBV Awareness Campaign on 28 May 2021.</p>	Nil
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				<p>The Siyabuswa Campus held an Examination readiness session organised for the first year students on 11 June 2021 before the commencement of the June examinations.</p> <p>The Siyabuswa Campus House Wardens hosted the Anti-Gender-based violence and Femicide silent walk on 3 September 2021.</p> <p>Students at the Siyabuswa Campus held an Examination Prayer on 21 October 2021.</p>	
		31 December	Quarterly reports on student life events submitted to the DoS.	<p><b>Achieved</b></p> <p>The quarterly reports on student life events were submitted to the Dean of Students during the year for each quarter.</p>	Nil
5.10	Promote healthy living and practices for students.	31 December	Conduct 10 counselling group sessions for students.	<p><b>Achieved</b></p> <p>The Student Counsellor facilitated an anxiety support group therapy for students on 25 March 2021.</p> <p>The Student Counsellor participated in the VC's Student Empowerment Programme on 8 May 2021 where she presented on women's mental health in relation to assertiveness and on 15 May 2021 and presented</p>	Nil

on men's mental health in relation to assertiveness.

On 25 May 2021 the Student Counsellor facilitated a bereavement therapy group session for students focusing on how to deal with grief after losing a loved one.

The Student Counsellor facilitated support group sessions on how to deal with family conflicts; the importance of forgiving; and on how to build healthy relations. The sessions were held on 1 August 2021; 8 August 2021 and 18 August 2021 respectively.

The Student Counsellor co-facilitated with Peer Educators to promote student mental health wellness on 4 August 2021.

The Student Counsellor held a session on stress management to 1st year students on 19 August 2021.

The Student Counsellor facilitated a mental health awareness session focusing on depression and suicide on 12 October 2021.

	Quarterly	Quarterly reports on counselling services submitted to the DoS.	<b>Achieved</b> The quarterly reports on counselling services were submitted to the Dean of Students during the year for each quarter.	Nil
	31 October	Conduct 5 primary health awareness sessions for students.	<p><b>Achieved</b> The Mbombela Campus Clinic conducted 3 health awareness sessions during Q1 on 19 February 2021; 4 and 10 March 2021; and also further conducted 3 session on 18 and 19 May 2021 at the Mbombela Campus and also on 25 May 2021 at Siyabuswa Campus.</p> <p>On 19 April 2021, the Nurse at Siyabuswa Campus conducted a Blood donation drive and HIV Counselling and Testing campaign.</p> <p>The Professional Nurses conducted awareness campaigns on 18 and 19 May 2021 at Siyabuswa Campus &amp; on 25 May 2021 at the Mbombela Campus.</p> <p>On 5 August 2021, an LGBTQIA+ sensitization and health awareness session was held at the Mbombela Campus.</p> <p>The Mbombela Campus hosted the 4th Annual Creating Safe Spaces at UMP seminar on 20 August 2021 via zoom.</p>	Nil

The Mbombela Campus Nurse and Peer Educators held a health awareness campaign on 6 October 2021.

The First-Things-First Activation Campaign together with the Breast Cancer Awareness Month was held at Mbombela Campus on 13 October 2021.

The University held a Trafficking in Person Webinar conducted by the National Prosecuting Authority (NPA) on 15 October 2021 for both campuses.

On 21 October 2021 the Professional Nurse held an awareness campaign on comprehensive health care at the Siyabuswa Campus.

On 25 November 2021 a candle light prayer was held in observing 16 days of Activism Against the Abuse of Women and Children at the Mbombela Campus.

World Aids Day was commemorated on 1 December 2021 through handing over red ribbons on both campuses.

	31 December	Provide 5 COVID-19 awareness campaigns.	<p><b>Achieved</b></p> <p>The Mbombela Campus Nurse presented COVID-19 information and awareness to the Residence Student Assistants (RSAs) during their induction on 28 January 2021.</p> <p>On 19 February 2021 the Campus Nurse held a session for the UMP screeners at the Mbombela Campus on COVID-19 Updates and information on latest developments.</p> <p>The Campus Nurse made a presentation on COVID-19 during the Induction of the CRCs held on 4 March 2021.</p> <p>The Campus Nurse shared information on COVID-19 awareness during the Orientation of the First Year students on 10 March 2021.</p> <p>On 18 May 2021, a session on Covid-19 was conducted by Higher Health and the Task Team members attended.</p> <p>The Siyabuswa Campus held a COVID-19 vaccination awareness campaign from 9 to 11 June 2021.</p>	Nil
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		<p>The Siyabuswa Campus held a COVID-19 vaccination awareness campaign from 9 to 11 June 2021.</p> <p>On 18 August 2021, Higher Health held a virtual COVID-19 Vaccination information session for students.</p> <p>On 27 August 2021, the Provincial Department of Health came to the Mbombela Campus to use it as a vaccination point and vaccinated staff and students.</p> <p>On 2 September 2021, Provincial Department of Health, led by the MEC, Ms SJ Manzini, went to the Siyabuswa Campus and used it as a point to launch the vaccination drive at the Dr JS Moroka Municipality.</p> <p>On 22 October 2021, a COVID-19 Vaccination drive was done at the Siyabuswa Campus. On 15 November 2021 Higher Health shared information on the COVID-19 4th Wave to Universities Task Teams members.</p>	
Monthly	Monthly reports on services rendered by the Campus Clinic.	<p><b>Achieved</b></p> <p>The Nurses at both Campuses submitted monthly reports and statistics on services to the Dean of Students.</p>	Nil

5.11	Ensure the promotion and support for students with disabilities.	31 December	Provide support to students with disabilities.	<p><b>Achieved</b> Student Housing at Mbombela Campus has admitted four (4) students living with disabilities in the residence and have been provided appropriate accommodation.</p> <p>The UMP Disability Ambassadors Team (DAT) hosted the Multiple sclerosis awareness campaign during the student wellness day on 25 May 2021.</p> <p>A Disability Support workshop was held on 26 October 2021 at the Mbombela Campus.</p>	Nil
		31 October	Conduct 3 advocacy workshops on disabilities.	<p><b>Achieved</b> The Department of Social Development's Disability Unit Head Mr Du Toit Nkambule facilitated a disability advocacy workshop on 7 May 2021 at the Mbombela Campus.</p> <p>An advocacy session on deafness and loss of hearing was held on 28 September 2021 at the Siyabuswa Campus.</p> <p>A disability awareness fun day was held on 4 November 2021 at the Mbombela Campus.</p>	Nil

5.12	Support students staying in accredited private accommodation to experience a holistic academic environment.	31 December	Accredit 10 new private accommodation facilities.	<b>Achieved</b> 21 private accommodation facilities for student accommodation in Q1.  15 new private properties were inspected for accreditation on the 21 and 27 October 2021.	Nil
		31 October	Conduct 1 assessment of the accredited private accommodation facilities.	<b>Achieved</b> 2 assessments of the accredited private accommodation facilities took place on 3 December 2021.	Nil

### Goal 3: Promote the holistic development of students

5.13	Promote academic engagement.	31 June	Students attendance and participation in the Africa Day celebrations.	<b>Achieved</b> Students attended and participated during the Africa Day Celebration held on 25 and 26 May 2021 at the Mbombela and Siyabuswa Campuses, respectively.	Nil
		31 October	Students attendance and participation in the Archbishop Thabo Makgoba Development Trust (ATMDT) annual lecture.	<b>Achieved</b> The University held the 2021 ATMDT Annual Lecture on 21 October 2021. Final year students took part in the Essay Writing Competition which is part of the Annual Lecture. The student musical band, Soulful Melodies, performed during the lecture.	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.	<p><b>Achieved</b></p> <p>On 7 May 2021 Student Housing conducted a successful Webinar under the Africa Day Theme “Creating conducive environment for Africa’s development and intensifying the fight against the Covid-19 Pandemic”.</p> <p>On 3 June 2021, the Mbombela Campus RSAs organized a Poetry session assisted by the Assistant House Wardens.</p> <p>Mbombela Campus Student Housing hosted a successful Indigenous games on 5 September 2021 Mbombela Campus residence staged Poetry session on 9 September 2021.</p> <p>The Residence Student Assistants (RSAs) hosted a Women &amp; Men Empowerment Session on Black Tax Debate which was held on 21 September 2021.</p> <p>Student Housing hosted a Heritage Day Celebrations for the students on 22 September 2021.</p> <p>On 13 October 2021, the Siyabuswa Campus House Wardens held an Annual General Knowledge Quiz for students.</p>	Nil
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		Quarterly	Reports on Living and Learning activities/ programmes submitted to the Dos quarterly.	<b>Achieved</b> Reports on Living and Learning activities were submitted to the Dean of Students quarterly during the year.	Nil
5.15	Promote the use of shared/ common spaces for social and academic purposes.	31 December	3 meetings/events held in shared/ common spaces per Campus promoting social dialogues.	<p><b>Achieved</b> The DoS introduced the use of shared/ common spaces to First Year students on 9 March 2021 during the Orientation Week.</p> <p>On 21 April 2021, the Siyabuswa Campus held a Ladies Talk led by the RSAs, Mentors and Floor Reps.</p> <p>The Mbombela Campus conducted women empowerment (Ladies Talk) discussing different topics each day from 17 to 20 May 2021.</p> <p>The male students empowerment (Men's Talk) programme was held on the 26 and 31 May 2021 and on 1 June 2021.</p> <p>On 1 June 2021 the Rainbow Alliance (an LGBTQIA+) Student Society created a collage which talks about coming out and supportive messages in commemoration of the pride month (June).</p>	Nil

				<p>On 10 September 2021, the Mbombela Campus held a successful Students' Indoor Fun Games that was held at the Multi-purpose Hall.</p> <p>On 17 October 2021, Student Housing held the Mbombela Campus Residence Sports Tournament.</p> <p>The University held the 2021 Co-curricular Awards Gala Dinner on 6 November 2021 at the Mbombela Campus.</p>	
5.16	Encourage community engagement and support initiatives by students.	31 October	5 community outreach projects undertaken by students through the societies.	<p><b>Achieved</b></p> <p>The Siyabuswa Campus Student Mentors provided food (breakfast and lunch) for the unfunded students in the campus from 20 to 22 March 2021.</p> <p>The SRC President and the Manager: Student Governance &amp; Development held a meeting with the Kago Ya Bana Foundation on 1 June 2021 the provision of meals to needy students at the Mbombela Campus.</p> <p>On 7 June 2021 the Enviro-Socio Virgo Student Society visited the Maminza Primary School at kaMsogwaba, where they encouraged learners to keep their school and community clean.</p>	Nil

			<p>The ESV Student Society conducted the clean-up campaign at Lillydale Village in Bushbuckridge on 18 August 2021.</p> <p>On 23 August 2021, the Rainbow Alliance Student Society visited Takheleni Primary school to donate sanitary towels and had a girl talk with the grade 7 female learners.</p> <p>On 29 September 2021, Rainbow Alliance Student Society visited Takheleni Primary school to talk to the learners about substance abuse.</p> <p>The Teachers of Transformation Student Society at Siyabuswa Campus donated clothes to Zenzeleni Stimulation Centre on 28 October 2021.</p>	
	31 July	Students participation in the Mandela Day event(s).	<p><b>Achieved</b> Students joined staff and participated in the activities that took place during the Mandela Day events held on 30 July 2021 at Portia Shabangu Secondary School, Valencia Combined School, Nelsville Primary School, Good Hope Care Centre Matabaffin, and Betties Haven in Nelsville.</p>	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.	31 December	Offer 2 Short Learning Programmes in collaboration with strategic partners.	<p><b>Achieved</b> Two Short Learning Programmes were offered in collaboration with the University of Free State on 16 September, 17 September and 8 December 2021.</p> <p>Portuguese Short Learning Programme was offered from 20 October to 08 December 2021 in collaboration with the Portuguese Embassy.</p>	Nil
6.2	Promote Social awareness and responsible citizenship among staff and students.	30 November	Celebrate Mandela Day by being involved in activities that promote responsible citizenship.	<p><b>Achieved</b> Staff and students participated in Mandela Day activities on 30 July 2021 at both Mbombela and Siyabuswa campuses.</p>	Nil
6.3	Promote and advance public intellectual engagement.	30 June	Celebrate Africa Day.	<p><b>Achieved</b> Africa Day was celebrated on 25 May 2021 at the Mbombela Campus and on 26 May 2021 at the Siyabuswa Campus.</p>	Nil
		31 December	Host four public lectures.	<p><b>Achieved</b> The following public lectures were hosted in 2021:</p> <p>Prof Akhabue Okharedia presented a public lecture (seminar) on 6 May 2021.</p>	Nil

		<p>Prof Kwesi Kwaa Prah presented a public lecture as part of Africa Day celebrations, on 25 May 2021.</p> <p>Prof Sechaba Mahlomaholo presented a public lecture (seminar) on 10 June 2021.</p> <p>Prof Mzikazi Nduna presented a lecture as part of Women's Month celebrations, on 25 August 2021.</p> <p>Dr Emmanuel Tshikwatamba presented the Archbishop Thabo Makgoba Development Trust Annual Lecture on 21 October 2021.</p>
30 November	Host one internal workshop to improve the employability of the final year students.	<p><b>Achieved</b> Co-hosted the Student Exposure Programme at UMP in collaboration with the Department of Trade, Industry and Competition on 15 September 2021.</p>
30 September	Host a career expo to bring the students in contact with the industry and world of work.	<p><b>Achieved</b> The Career Expo took place on 26 August 2021.</p>

**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 partnerships with two national stakeholders.	<p><b>Achieved</b></p> <p>The following MoUs were signed:</p> <p>The South African Environmental Observation Network (SAEON) on 11 March 2021.</p> <p>SANRAL with the focus on the School of Early Childhood Education on 11 June 2021.</p> <p>WITS Centre for Human Development on 15 August 2021.</p> <p>The South African Institute for Aquatic Biodiversity under the auspices of the National Research Foundation on 17 September 2021.</p> <p>USAf on the donation of R10 000 as a contribution towards the Student Entrepreneurship Week on 9 September 2021.</p>	Nil
		31 December	Establish two new partnerships with key stakeholders.	<p><b>Achieved</b></p> <p>A partnership was established with Timbali Incubation Technology and the MoU was signed on 5 October 2020.</p> <p>An Mou was signed with the Henley Business School on 30 September 2020.</p>	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.	<b>Achieved</b> MoU with Coventry University was signed on 28 April 2021.	Nil
6.6	Foster and sustain partnerships with Alumni.	31 December	Hold one event with Alumni.	<b>Achieved</b> The election of the Office Bearers for the Gauteng Alumni Chapter were held on 17 April 2021. The elections of the Office Bearers of the Limpopo Alumni Chapter took place on 22 May 2021.  The General Meeting of the UMP Convocation was held on 21 August 2021 and Office Bearers were elected.	Nil

**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	Develop a portfolio for engagement that shows the integration of engagement, research and teaching and learning.	<b>Achieved</b> The Portfolio for engagement that shows the integration of engagement, research and teaching and learning was developed.	Nil
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6.8	Recognising and reward engagement at all levels of the institution.	30 November	Reward Excellence in Engagement by awarding an Engagement Excellence Award.	<b>Achieved</b> A call for the Engagement Excellence Awards was issued on 20 July 2021 an application was received for the Engagement Excellence Award from Dr Nokwanda Mbusi and Dr Mphalele Makgaleng. The Selection Committee resolved not to award the Engagement Excellence Award as the application was deemed not to meet the criteria for the Award.	Nil
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## ACTIVITY AREA 7: FINANCE

### GOAL1: DEVELOP AN INTEGRATED LONG-TERM FINANCIAL FRAMEWORK TO ENSURE THE SUSTAINABILITY OF THE INSTITUTION

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 E-MANCO to identify two initiatives to support the institutional strategic priorities and goals in a sustainable manner.	<b>Achieved</b> An E-MANCO workshop was held on 20 October 2021, and ten initiatives were identified to support the institutional strategic priorities and goals in a sustainable manner.	Nil
7.2	Determine income streams and cost implications.	31 December	Conduct an awareness workshop on the importance of generating third stream income with the research, hospitality, hotel and catering and Engagement.	<b>Achieved</b> An awareness workshop to highlight the importance of generating third stream income was conducted with E-MANCO on 21 September 2021 and with Research Management, School of Hospitality and Tourism Management, Hotel and Catering Services and Engagement on 2 September 2021.	Nil

		31 December	Review all business plans to ensure that all the cost implications and sustainability of the third-stream income has been addressed.	<b>Achieved</b> Reviewed the Portuguese Short Learning Programme and Farmers Training Project Business Plans to consider all cost implications and sustainability of the third-stream income, including the development of the online-shop business plan, approved by MANCO and noted by Council on 25 November 2021.	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 2022 budget to the identified strategic initiatives using the approved resource allocation as per the Budget Guidelines.	<b>Achieved</b> A budget was allocated to the ten strategic initiatives identified in the workshop held with E-MANCO on 20 October 2021	Nil

## Goal 2: Develop a diverse range of income streams

7.4	Optimise student fees and subsidy income.	31 March	Implement the 2021 fee structure that was approved by the Council at the last scheduled Council meeting of 2020.	<b>Achieved</b> The 2021 Council approved fee structure was implemented on ITS for students to be billed with the correct fees on registration for the 2021 academic year.	Nil
		31 December	Prepare and submit the 2022 proposed fees for tuition and accommodation for approval by Council at the last Council meeting for 2021.	<b>Achieved</b> Tuition and accommodation fees for 2022 were approved by Council on 25 November 2021.	Nil

		30 September	Prepare a financially sustainable three (3) year rolling budget (2022 – 2024) to discuss the subsidy income with DHET.	<b>Achieved</b> A financially sustainable three (3) year rolling budget (2022 – 2024) was prepared, submitted, and discussed with DHET.	Nil
		31 December	Submit the 2022 budget for review and recommendation by GFIC, ARIGC and EXCO for approval by Council at the last scheduled meeting of 2021.	<b>Achieved</b> The 2022 budget was submitted for review and recommendation by GFIC and ARIGC on 4 November 2021, by EXCO on 11 November 2021 and approved by Council on 25 November 2021.	Nil
7.5	Identify and secure more robust alternative revenue streams.	30 September	Implement the third-stream revenue strategy and increase the third-stream revenue by 5%.	<b>Achieved</b> The third-stream revenue strategy was implemented and increased the third-stream revenue by 75%.	Nil
7.6	Mobilise relevant role-players for fundraising.	31 December	Finance to mobilise the Fundraising Committee to host two (2) fundraising events.	<b>Achieved</b> A Fundraising Committee was constituted, and two fundraising events were held. The Mandela Day on 30 July 2021 and a raffle draw on 6 November 2021.	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.	31 December	Prepare a 2022 budget in terms of the 2022 Budget Guidelines.	<b>Achieved</b> A 2022 budget based on the Budget Guidelines was prepared and discussed with the VC on 26 October 2021.	Nil
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		31 December	Implement automated subsistence and travel claims through ITS Finance iEnabler.	<b>Achieved</b> Developed subsistence and travel claim system requirements. Payroll and HR conducted two system requirements workshops with AdaptIT on 21 and 29 June 2021 Requested quotations from AdaptIT for system development and configurations. It emerged that ITS does not have a module on automated subsistence and travel claims. We are waiting for its development by AdaptIT.	25% Awaiting AdaptIT to develop a subsistence and travel module.
		31 December	Implement automated payroll claims through ITS Personnel iEnabler.	<b>Achieved</b> Automated payroll claims through ITS Personnel iEnabler has been tested and implemented in November 2021.	Nil
		30 June	Rollout the revised Supply Chain Management Policy to all users.	<b>Achieved</b> The revised Supply Chain Management Policy was uploaded on SharePoint and workshopped to key users on 29 June 2021.	Nil
7.8	Develop sound financial systems, controls and reporting measures.	31 December Monthly	Perform ITS subsystems and general ledger closure within 2 days after month-end.	<b>Achieved</b> ITS subsystems and general ledger closure were performed within 2 days after month-end.	Nil

7.9	Develop appropriate procedure and tender processes.	31 December Quarterly	Prepare and submit quarterly Management Accounts for presentation to ARIGC, GFIC, EXCO and Council at the scheduled meetings for 2021.	<b>Achieved</b> Quarterly Management Accounts were submitted to ARIGC, GFIC, EXCO and Council at the scheduled quarterly meetings for 2021.	Nil
		30 September	Develop or revise two (2) financial policies or procedure manuals.	<b>Achieved</b> A Non-Current Assets Policy was developed and submitted to MANCO for review and recommendation for approval and subsequently approved by Council.  A Finance and Student Housing Standard Operating Procedure (SOP), Payroll and Human Resources SOP and Change in Banking Details SOP were developed.	Nil
		30 September	Implement online procurement management through ITS Finance iEnabler.	<b>Achieved</b> Developed an online Procurement Management system requirements Discussed the Procurement Management system requirements with AdaptIT Developed the delegation of authority document Held a system functionality demonstration workshop with MANCO on 13 May 2021.	Nil

			<p>Updated the delegation of authority document to include requestors and approvers per cost centre.</p> <p>Held a follow-up demonstration workshop with MANCO on 19 October 2021</p> <p>The final implementation of the online procurement management system was delayed due to the non-availability of critical members from AdaptIT.</p>
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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	Develop and Implement a New Employee Induction and Orientation Programme to enhance employee engagement.	<b>Achieved</b> An Orientation Programme was developed and piloted in June 2021. The Orientation Programme is now held on a monthly basis for new employees. The Induction Programme which is held quarterly, was been adapted, resulting in a hybrid modality being utilized.	Nil
	30 June	Develop a Total Guaranteed Package Handbook to assist with important benefit related information and advice on salary structuring.	<b>Achieved</b> The Handbook has been designed for employees who require further information on remuneration.	Nil
	31 December	Develop a UMP Values Information Booklet for Line Managers.	<b>Achieved</b> The development of the UMP Values Booklet for Line Managers has been completed.	Nil

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

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8.2	Develop a recruitment model that will attract talent and potential to the institution.	31 October	Utilise three additional advertising platforms.	<b>Achieved</b> Three additional advertising platforms have been considered to enhance recruitment efforts. These are Linked-In, Targeted Search Agencies and Online Platforms.	Nil
	Develop a recruitment model that will attract talent and potential to the institution.	31 October	Implement an exit interview procedure to ensure a rigorous approach to the analysis of staff turnover.	<b>Achieved</b> The implementation procedure with regard to Exit Interviews commenced with a review of the questionnaire. The completed questionnaires are analysed.	Nil

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**Goal 3: Facilitate employee Wellness programme that will benefit all staff**

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8.3	Develop a Wellness Programme that will motivate staff and enhance performance.	30 June	Develop an integrated Wellness Strategy for UMP.	<b>Achieved</b> The development of an Integrated Wellness Strategy was completed and thereafter shared with the Human Resources Committee of Council on 26 October 2021 and then with Organised Labour.	Nil
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		31 December	Conduct a workshop on Financial Wellness for staff.	<p><b>Achieved</b></p> <p>Financial Wellness Workshops with a focus on Financial Literacy and Retirement Planning were held on:</p> <p>19 and 23 November 2020 for Siyabuswa and Mbombela campuses respectively.</p> <p>The service provider was Alexander Forbes.</p>	Nil
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#### Goal 4: Ensure effective and efficient HR systems and processes

8.4	Enhance HR administrative processes for efficient turnaround times.	31 July	Automate the PDRE contracting and evaluation process to promote administrative efficiency and enhance participation.	<p><b>Achieved</b></p> <p>The automation of the PDRE contracting and evaluation process commenced with the identification of a service provider. The development of the PDRE Automation will commence in 2022.</p>	Nil
		31 December	Review 2 HR policies with standard operating procedures.	<p><b>Achieved</b></p> <p>The PDRE Policy and Study Subsidy Policy were reviewed by HRC on 25 May 2021 and 26 October 2021 respectively.</p> <p>In addition, the following Standard Operating Procedures were implemented:</p> <ul style="list-style-type: none"> <li>• Payroll Instructions;</li> <li>• HR and Finance Payroll SOP;</li> <li>• Benefit Administration Amendment SOP;</li> <li>• HR Records Access SOP.</li> </ul>	Nil

# ANNEXURE 3

## LIST OF POLICIES APPROVED BY COUNCIL IN 2021

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



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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.







UNIVERSITY OF  
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Creating Opportunities

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