



2022 | 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 2022

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


VISION

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

MISSION

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





In a region thirsty for learning, UMP assumes a leadership role in providing the 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

LIST OF TABLES	V
LIST OF FIGURES	VI
LIST OF ABBREVIATIONS	VII
1. INTRODUCTION	1
2. 2022 PERFORMANCE ASSESSMENT REPORT	4
2.1 Introduction	4
2.2 Performance against Predetermined Objectives as Specified by DHET	4
2.3 Performance Assessment against the Annual Performance Plan (Internal)	8
2.4 Conclusion	23
3. REPORT OF THE CHAIRPERSON OF COUNCIL	24
3.1 Introduction	25
3.2 Governance	25
3.3 Governance of Risk	27
3.4 Compliance with Laws, Codes, Rules and Standards	28
3.5 Governance of Information Communication Technology	28
3.5.1. <i>ICT Governance of Risk</i>	29
3.5.2. <i>Cybersecurity Risk</i>	29
3.5.3. <i>ICT Developments at both Campuses</i>	29
3.5.4. <i>Ict Infrastructure Investment</i>	31
3.6 Strategic Leadership	32
3.7 Assessment of Institutional Performance per the Annual Performance Plan	33
3.8 Conclusion	33
4. COUNCIL STATEMENT ON GOVERNANCE	35
4.1 Council	36
4.2 Committees of Council	39
4.3 Statement on Conflict Management	46
4.4 Statement on Worker and Students Participation (Co-Operative Governance)	47
4.4.1. <i>Statement on Worker Participation</i>	47
4.4.2. <i>Statement on Student's participation</i>	48
4.5 Statement on Code of Ethics	49
5. COUNCIL STATEMENT ON SUSTAINABILITY	52
5.1 Introduction	52
5.2 Summary of Jobs Created	52
5.3 Training Of Students	53

5.4	Empowerment of Companies	56
5.5	Conclusion	58
6.	CAMPUS DEVELOPMENT	59
6.1	Introduction	59
6.2	Town Planning	59
6.3	New Infrastructure Development	60
6.4	Building and Infrastructure Development	
6.5	Bulk and Site Infrastructure	71
6.6	Siyabuswa Campus Projects Overview	75
6.7	Conclusion	76
7.	SENATE REPORT TO COUNCIL	77
7.1	Introduction	77
7.2	Higher Education Sector Matters	77
7.3	Senate Membership and Attendance	78
7.4	The Executive Committee Senate (ECS)	80
7.5	Academic Planning and Development of the Programme Qualification Mix	81
7.6	Academic Policy Framework	83
7.7	University Capacity Development Programme	83
7.8	Admissions	84
7.9	Analysis of Student Academic Performance in 2022	87
7.10	Academic Staffing	88
7.11	Graduation Ceremonies	90
7.12	Academic Support and Staff Development	92
7.13	Recognition of Academic Excellence in Students	99
7.14	Student Academic Development	100
7.15	Research and Knowledge Generation	104
7.16	Research Training and Development	105
7.17	Research Excellence Awards	106
7.18	NRF Funding and Rating of Researchers	106
7.19	Resource Mobilization	107
7.20	Research Outputs	108
7.21	Postdoctoral and Research Fellowships	109
7.22	Partnerships	109
7.23	Public Lectures and Guest Seminars	112
7.24	Conclusion	114
8.	REPORT OF THE INSTITUTIONAL FORUM TO COUNCIL FOR THE YEAR ENDED 31 DECEMBER 2022	115
8.1	Introduction	116
8.2	Composition and Attendance	116
8.3	Meetings	118
8.4	Review of Institutional Forum (IF) Activities for 2022	118
8.5	Conclusion	120

9. REPORT OF THE VICE-CHANCELLOR ON MANAGEMENT AND ADMINISTRATION	121
9.1 Introduction	122
9.2 Principal Managerial/Administrative Achievements	123
9.3 Management Committee	123
9.4 MANCO Sub-Committees	124
9.5 Staff Induction	124
9.6 Adequacy of Staffing Levels	125
9.7 The quality of Information Available to Management	127
9.8 Safety and Security	127
9.8.1. Maintenance and Renovations	127
9.8.2. Safety and Security	128
9.8.3. Safety, Health And Environment	128
9.8.4. Hotel and Catering Services	129
9.9 Student Services and Extra-Curricular Activities	130
9.10 Relationship with the University Community	131
9.11 Women's Month Activities	132
9.12 Employee Wellness	132
9.13 Student Health Services	135
9.14 Mandela Day Celebrations	135
9.15 The Archbishop Thabo Makgoba Development Trust (ATMDT)	
Annual Lecture	136
9.16 Self-Assessment Statement of the Achievements of The Vice-Chancellor	136
9.17 Conclusion	138
10. REPORT ON INTERNAL ADMINISTRATIVE/OPERATIONAL STRUCTURES AND CONTROLS	140
11. ANNUAL FINANCIAL REVIEW	142
11.1 Governance and Controls	142
11.2 Budgeting Process	142
11.3 Higher Education Environment	142
11.4 Overview of 2022 Financial Position	143
12. AUDIT, RISK AND IT GOVERNANCE COMMITTEE REPORT (ARIGC)	145
12.1 Members of the ARIGC	145
12.2 Audit, Risk and IT Governance Committee Responsibility	145
12.3 The Effectiveness of Internal Control	146
12.4 In Year Management and Periodic Reporting	146
12.5 External Auditor	146
12.6 Annual Financial Statements (AFS)	147
12.7 Accounting Practices and Internal Control	147
12.8 Auditor's Report	147
12.9 Risk Exposure and Management Thereof	148
12.10 Information Technology	148

13. REPORT ON TRANSFORMATION	150
13.1 Introduction	150
13.2 Transformation Priorities	150
13.3 Transformation Thematic Areas	151
13.4 Gender Forum	153
13.5 Student Activities	155
13.6 Conclusion	156
14. FINANCIAL STATEMENTS	157
15. ANNEXURE 1	209
List of Policies Approved by Council in 2022	209
16. ANNEXURE 2	210
Annual Performance Plan 2022	210

LIST OF TABLES

Table 1:	Performance Assessment Against Ministerial Targets	6
Table 2:	Summary of Performance Against the 2022 APP (Internal)	8
Table 3:	Performance Against the Annual Performance Plan (2019-2022)	21
Table 4:	ICT Expenditure	31
Table 5:	Membership and Attendance of Council Meetings	38
Table 6:	Membership and Attendance of the Nominations Committee	39
Table 7:	Membership and Attendance of EXCO	40
Table 8:	Membership and Attendance of Strategy Committee	41
Table 9:	Membership and Attendance of the Audit, Risk and IT Governance Committee	42
Table 10:	Membership and Attendance of the Governance, Finance, and Investment Committee	43
Table 11:	Membership and Attendance of the Human Resources Committee	44
Table 12:	Membership and Attendance of the Facilities Planning and Infrastructure	45
Table 13:	Membership and Attendance of the Remuneration Committee	46
Table 14:	Breakdown of Employment Empowerment Target Achievement as of 31 December 2022	52
Table 15:	Summary of Empowerment Companies	57
Table 16:	Membership and Attendance of Senate	78
Table 17:	Membership and Attendance of the Executive Committee of Senate	80
Table 18:	Enrolment Statistics	84
Table 19:	Enrolment by Major Field of Study	86
Table 20:	Distribution of Students by Race, Gender and Nationality	87
Table 21:	2022 Pass Rate	88
Table 22:	Distribution of Academic Staff by Qualification and Gender	88
Table 23:	New Generation of Academics (nGAP)	89
Table 24:	2022 Graduates	90
Table 25:	Academic Talent Stewardship Programme	92
Table 26:	Training Provided to Academic Staff Members in 2022	98
Table 27:	NRF-Rated Researchers	107
Table 28:	Membership of the Executive Committee of the Institutional Forum	117
Table 29:	Membership and Attendance of the Institutional Forum	117

Table 30:	Staff Induction	124
Table 31:	Distribution of Staff by Category, Gender, Race, Disability and Nationality	126
Table 32:	Employee Wellness	133

LIST OF FIGURES

Figure 1:	Average Performance (2019-2022)	21
Figure 2:	UMP Performance Chart (2019-2022))	22
Figure 3:	NBP0019 ICT & Security Building	62
Figure 4:	NBP0021 Academic & Archive Building	63
Figure 5:	NBP0022 Irrigation Laboratory	64
Figure 6:	NBP0023A Infrastructure & Operations Building: Phase 01	65
Figure 7:	NBP0031 South Campus Drop-off Facility	66
Figure 8:	Student Pavilion	67
Figure 9:	Student Pavilion	67
Figure 10:	NBP0015 Main Entrance	68
Figure 11:	Aerators installed in East Campus Impoundments	69
Figure 12:	Electrical Infrastructure of the 20 MVA Nels River Substation	73
Figure 13:	MVA Nels River Substation Building	74

LIST OF ABBREVIATIONS

APP	-	Annual Performance Plan
ARIGC	-	Audit, Risk and ICT Governance Committee of Council
ARC	-	Agricultural Research Council
B-BBEE	-	Broad-based Black Economic Empowerment
CIO	-	Chief Information Officer
CSU	-	Charles Sturt University
CPUT	-	Central University of Technology
CRC	-	Campus Representative Council
DARDLEA	-	Department of Agriculture, Rural Development and Land and Environmental Affairs
DHET	-	Department of Higher Education and Training
ETDPSETA	-	Education Training and Development Practices Service Seta
EXCO	-	Executive Committee of Council
FPIC	-	Facilities Planning and Infrastructure Committee of Council
GBV	-	Gender-Based Violence
GFIC	-	Governance, Finance and Investment Committee of Council
HRC	-	Human Resources Committee of Council
HEMIS	-	Higher Education Management Information System IF – Institutional Forum
ICT	-	Information and Communication and Technologies
ILO	-	International Labour Standard
ITS	-	Integrated Tertiary System
LLC	-	Living and Learning Community
MANCO	-	Management Committee
NC	-	Nomination Committee of Council
NRF	-	National Research Foundation
NSFAS	-	National Student Financial Aid Scheme
NU	-	New University
PMT	-	Project Management Team
PQM	-	Programme Qualification Mix
PSC	-	Project Steering Committee
RAA	-	Residence Academic Advisors
RC	-	Research Committee
REMCO	-	Remuneration Committee of Council
RU	-	Rhodes University
SC	-	Strategic Committee of Council
TUT	-	Tshwane University of Technology
TIC	-	Technical Integration Committee
T&L	-	Teaching and Learning
TLC	-	Teaching and Learning Committee
UCF	-	University of Central Florida
UCDP	-	University Capacity Development Programme
UFS	-	University of Free State
UJ	-	University of Johannesburg
UM	-	University of Minnesota
UMP	-	University of Mpumalanga
UV	-	University of Venda
Wits	-	University of Witwatersrand
WIL	-	Work Integrated Learning

1. INTRODUCTION



Vice-Chancellor and Studentpreneurs

The University of Mpumalanga (UMP) was established as a comprehensive institution through the promulgation of a Government Notice 37662 on 22 August 2013. As a comprehensive institution UMP offers qualifications ranging from Higher Certificate to Doctoral Degree. In this regard, the University provides access and articulation possibilities to students. In terms of its typology, UMP offers career-oriented, professional and general formative qualifications.

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. The Higher Certificate in ICT is offered on both campuses.

As a new institution, the University of Mpumalanga continued in 2022 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 were monitored on a quarterly basis by the Strategy Committee of Council. A concerted effort continued to be placed on living the values of the institution to ensure that they are embedded into the institutional culture. 2022 saw the development of the new Strategic Plan: Vision 2030 which was approved by Council in October 2022. A very inclusive consultation process was adopted in the development of the strategic plan.

The 2022 Academic Year was still influenced by the University's response to the COVID-19 pandemic. In 2022, we continued with the hybrid approach in all the functions of the institution including teaching and learning, research, engagement and general operations although the majority of activities were performed in person. Assessments were conducted in person unlike in 2021 where Respondus, an online proctoring tool was used. Ongoing capacity development of staff was provided in online teaching and assessment. An e-learning specialist was appointed to drive online teaching and learning and to provide support to academic staff.

In 2022, a total of 7121 students enrolled in 48 academic programmes. One of the important milestones in 2022 was the offering of a Doctoral qualification and a Higher Certificate for the first time. This was a very important advancement in the developmental trajectory of the new institution. The new qualifications include a combination of both undergraduate and postgraduate qualifications with the majority being at the postgraduate level in line with the developmental trajectory of the institution.

The University celebrated the seventh Graduation Ceremony on 13 and 14 May 2022. 1113 students (746 females and 367 males) graduated from 26 programmes. This was the second Graduation Ceremony to be held in person after the COVID-19 Lockdown. 75 qualifications were awarded CUM LAUDE. Top performing students received Merit Awards and the Academic Excellence Awards.

The programme development process continued with a number of qualifications receiving Programme Qualification Mix (PQM) approval from the Department of Higher Education and Training. It is encouraging to note that UMP received in 2022 accreditation for 15 new qualifications that were going to be offered for the first time in 2023. Another important milestone in 2022 was the approval by the Department of Higher Education and Training as part of the Enrolment Plan 2023 – 2025 review, the Health Sciences at UMP as part of the revised PQM.

Six staff members completed their Doctoral Degrees in 2022 and the number of NRF-rated scientists increased to 12. Partnerships were established with strategic partners nationally and internationally to advance the institution's Vision and Mission, and position UMP as an engaged institution. In addition, existing partnerships were implemented in line with the relevant Memoranda of Agreement/Understanding. Staff and student exchanges with partner institutions took place in 2022 and there was also participation in international conferences, facilitated by our partners.

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 challenges brought about by COVID-19. Messages were 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 including the Monthly Newsletter.

The process to develop the Self-Evaluation Report (SER) in preparation for the Council on Higher Education (CHE) Institutional Audit commenced with the establishment of the Audit Steering Committee and Working Groups. UMP students participated successfully in national and international competitions. UMP ENACTUS won 5 trophies and obtained position 2 during the national competition that involved 21 universities. The UMP ENACTUS Team has been successful in national competitions since its first participation in 2017 and has won an average of five trophies per annum from 2017 to 2022. Three UMP students won the Best Pitch Award at the Asia Pacific University of Science and Technology in Kuala Lumpur, Malaysia, in August 2022. Activities to foster the holistic development of students were provided in the form of sports, culture, and recreation. In line with the African identity of the institution, Africa Day was celebrated at both campuses. Another important achievement in 2022 was the official opening on 7 April 2022 of the Tfokomala Hotel, Conference and Wellness Centre and the Hospitality and Tourism Building at the Mbombela Campus by the Chair of Council, Prof David Mabunda and the Vice-Chancellor, Prof Thoko Mayekiso, respectively.

The University received approval of the New Infrastructure Development Plan 2020/2021 – 2024/2025 from the Minister of Higher Education, Science and Innovation. This plan will direct the new infrastructure development at the University over the next few years.

Thirteen new and revised policies were approved by Council to ensure effective governance and management of the institution. Council continued to provide the necessary oversight to ensure the sustainability of the institution. In this regard, UMP received unqualified audit opinion from the External Auditors for the ninth consecutive year.

The Annual Report provides a snapshot of the achievements of UMP during 2022.



Prof T V Mayekiso
Vice-Chancellor

2. 2022 PERFORMANCE ASSESSMENT REPORT

2.1 INTRODUCTION

The 2022 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 2022 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 good as the majority of the implementation measures were achieved. The Mid-Term Report on the Annual Performance Plan (January – June 2022) was submitted to DHET.

A detailed analysis of the University's performance in relation to the Annual Performance Plan as of 31 December 2022 is presented in **Annexure 2**.

2.2 PERFORMANCE AGAINST PREDETERMINED OBJECTIVES AS SPECIFIED BY THE DHET

The Ministerial approved targets for 2022 were divided into four sections: Access, Success, Efficiency, and Research Outputs and these are briefly reported below.

Access: The overall enrolment target for 2022 was 6430 and the actual enrolment was 7120, an additional 690 students and a deviation of 10.7%. The target for first-time entering students was 2853 and the University enrolled 2682 new students, which was a deviation of 5.9% below the target.

Enrolment in education was 5.8% under the target, with a total of 475 students. The enrolment target in Science Engineering and Technology was 3296, and the actual enrolment was 3458, an additional 162 students and a deviation of 4.9%. Enrolment in Business/Management was 1658, being close to the target of 1657. Enrolment into the Other Humanities was 1529, and 57.1% above the target of 973. 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 3rd year classes in 2022 and a large first-year LLB class in 2022.

Success: The number of graduating students in 2022 was 951, which is 44.7% less than the target of 1720. This was primarily a result of an unrealistic target set for Postgraduate, where the deviation from target was 74.6% and a slower completion rate than planned.

Efficiency: This section covers Instructional/Research by professional staff including part-time staff: In addition, the 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 are also factored in. The target for the Instructional/Research professional staff (full-time staff) was 209 and the actual was 187, a deviation of 10.5%. The number of nGAP staff engaged was 16, two fewer than the target, due to resignations. The ratio of FTE students to FTE Instructional/Research staff was 32.4:1 which was higher than the target of 25.4:1. The percentage of staff with Doctoral degrees was 52.0% and the target set in 2022 was 50%. This increase is due to the fact that many of our staff studying at other higher education institutions in South Africa are completing their doctoral degrees.

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

Research Output: The target for publication units per Instructional/Research Staff was 0.43 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. UMP only enrolled Masters' students for the first time in 2020 and Doctoral students in 2022. Research Masters graduates (weighted) was 5, which is 66.6% more than the target of 3.

TABLE 1: PERFORMANCE ASSESSMENT AGAINST MINISTERIAL TARGETS

Key performance indicator	Target (2022) Percentage or total number	Performance indicators for 2022	Reasons for deviation are provided where the deviation is greater than 5%
A. Access			
Headcount totals			
First-time entering undergraduates	2853	2682	5.9% deviation
Headcount enrolments	6430	7120	10.7% deviation
Headcount enrolments (Foundation Provisioning)	0	0	
Headcount enrolments total UG	5995	6808	13.6% deviation due to introduction of new programmes
Headcount enrolments total PG	435	312	28.2% deviation due to delayed introduction of new honours degrees, master's and doctoral degrees and problems with student funding at this level
Enrolments by Major field of study			
Science, engineering, technology	3296	3458	4.9% deviation
Business/management	1657	1658	
Education	504	475	5.8% deviation
Other humanities	973	1529	57.1% deviation due to continued demand for the BA and introduction of LLB degree
Distance education enrolments	0	0	
B. Success			
Graduates UG	1452	883	39.2% deviation due to slower than expected completion rates

Graduates PG	268	68	74.6% 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	225	472	109% deviation due to introduction of new life and physical science programmes
Animal and human health	0	0	
Teacher education	127	83	34.6% deviation due to slower than expected completion rates
Success rate	27%	21.7%	19.2% deviation due to unrealistic target and slower than planned completion rates
C. Efficiency			
Instructional/Research Professional Staff including part- time staff			
Headcount of permanent instructional/research professional staff	209	187	10.5% deviation due to the time taken to replace staff who resigned and the delay in the accreditation of new qualifications
% Staff with doctoral degrees	50%	52%	
Number of nGAP staff	18	16	We have 16 staff due to resignation of 2 staff members during the academic year
Ratio of FTE students to FTE instructional/research staff	25.4:1.0	32.4:1.0	This is the result of the greater than planned enrolment of students and the lower than planned number of academic staff
D. Research output			
Publication units per I/R staff	0.43	0.53	23.3% above target due to the increased proportion of staff with a PhD

Research Masters graduates (Weighted)	3	5	66.7% due to the longer time it took our Masters' students to complete the degree. This cannot be correct. We achieved more than the target so if anything our students have completed more rapidly than planned
Doctoral graduates (Weighted)	0	N/A	First enrolment of UMP doctoral students was in 2021

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

During 2022, there was a total number of 112 Implementation measures and there were 67 objectives in the 8 Activity Areas that formed part of the Annual Performance Plan (Internal). There was 100% achievement in all the 8 Activity Areas reflected in Table 2.

TABLE 2: SUMMARY OF PERFORMANCE AGAINST THE 2022 APP (INTERNAL)

Activity Area	Objectives	Implementation Measures	Achieved	% Achieved
Governance and Strategic Leadership and Management	3	7	7	100%
Research and Knowledge Generation	8	11	11	100%
Teaching and Learning	11	16	16	100%
Planning and Institutional Support	8	19	19	100%
Quality Student Experience	16	28	28	100%
Engagement and Partnerships	8	11	11	100%
Finance	9	13	13	88.90%
Human Resources	4	7	7	100%
Total	67	112	112	100%

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 Management Committee.

Two workshops on leadership and management for E-MANCO were conducted on 16 and 29 November 2022. The Audit, Risk and IT Governance Matrix was updated quarterly and discussed at the quarterly meetings of the Audit, Risk and IT Governance Committee (ARIGC). The membership of the Institutional Forum, Council and EXCO of Council were aligned with the UMP Statute. The Institutional Risk Register was reviewed on 30 September 2022 with the assistance of the Internal Auditors and was monitored at the quarterly meetings of the Risk Management Committee. The Risk Management Reports were submitted to ARIGC on a quarterly basis. The 2021 Annual Report was submitted to the Department of Higher Education and Training (DHET) on 30 June 2022.

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 2022 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 R15.7 million in 2022 compared to R9.7million in 2021. Six staff graduated with Doctoral and 2 with Masters' degrees in 2022. Dr R Manyaka obtained a doctoral degree in Public Affairs from the Tshwane University of Technology, Dr T A Masenya obtained a doctoral degree in Plant Production from the University of Limpopo, Dr Q Ambe obtained a doctoral degree in Public Accounting from the University of Johannesburg; Dr T Nkosana obtained a doctoral degree in Management Services: Hospitality & Tourism from the Durban University of Technology; Dr M Bhuda obtained a doctoral degree in Indigenous Knowledge Systems from the North West University and Dr N Yende obtained a doctoral degree in Community Development from the University of KwaZulu Natal.

Mr Moses Sithole, a UMP Academic Talent Stewardship (ATSP) Fellow, graduated with a Masters' degree in Agricultural Extension from the University of Mpumalanga on 14 May 2022.

The number of staff with doctoral qualifications increased to 52% compared to 47.2% in 2021. Despite the negative effects of Lockdown on academic staff UMP received 64.12 units in the 2021 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 2022: three academic staff applied for NRF rating, and all were granted ratings of Y2 (Dr Mazanai Musara), C2 (Prof Daniel Parker who was re-evaluated from C3 to C2) and C2 (Dr Tim Forssman) whose result was released in January 2023. This increases the number of NRF rated researchers from 11 to 13 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 presented at the UMP Research Community of Practice Seminars, attended Public Lectures and Seminars from distinguished presenters, Conferences, were supported with journal article publication fees, research support grants and workshops such as the annual writing retreat and Writing for Scholarly Publication.

The Research Excellence Award Ceremony was held on 06 December 2022 and the winners of the Faculty Researchers of the Year Excellence Awards were Dr Kanayo Ogujiuba from the Faculty of Economics, Development and Business Sciences and

Dr Tatenda Dalu from the Faculty of Agriculture and Natural Sciences (FANS). Prof Victor Mlambo, who obtained a C1 NRF Rating in 2021 was the winner of the NRF Rated Excellence Award.

The University continued to expand its partnerships by actively collaborating with national institutions, such as the University of Limpopo; Water Research Commission and Water International Alliance and; Citrus Research International; and international institutions such as the University of Botswana, the Asia Pacific University of Technology and Innovation (Malaysia), University of Agronomic Sciences and Veterinary Medicine of Bucharest, (USAMV) Bucharest (Romania), Universidade Save (Mozambique) and the University of Stuttgart (Germany). Ms Mpho Sealetse, a staff member at the Hospitality and Tourism Management School, attended a 3-month exchange programme (July- September 2022) at our partner university, Duale Hochschule Baden-Württemberg Lörrach (Germany) to work on her Doctoral research project. Our partner, the Friedrich Alexander University, Germany sent a student to UMP on a Study Abroad for a Semester in 2022. UMP sent two UMP students to the FH Joanneum University, Austria for a semester and two staff for a week under the Erasmus+ student and Staff exchange programme. Seven members of the Erasmus+ collaborative project attended a workshop at the University of Utrecht (Netherlands) and the University of Bologna (Italy) on 3-7 October 2022. A UMP staff member with four postgraduate students attended a conference at the University of Agronomic Sciences and Veterinary Medicine of Bucharest, (USAMV) Bucharest (Romania) in December 2022.

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 end of the year report on the implementation of the Quality Assurance framework was completed and submitted to Senate for noting as part of faculty board reports on 7 November 2022. Applications for new programmes were submitted to the Department of Higher Education and Training for Programme Qualification Mix clearance (6) and to the Council on Higher Education for accreditation (10). A review of the WIL programme and its implementation in all diplomas was completed. The Diploma in Culinary Arts, which was developed in 2022 include a WIL component.

A calendar for the Programme of Academic Staff Support for Teaching and Learning was developed. A total of nine academic development modules were presented, on 24 February, 18 March, 26 April, 24 May, 21 July, 17 August, 30 August, 12 October and 8 November 2022. One staff member, Dr Zakheleni Dube, was recognized and awarded for being a teaching and learning champion. Seven staff members participated in the Post Graduate Diploma in Higher Education (PGDHE) at the University of Johannesburg, four staff members participated in the Haaga-Helia Vocational Teacher Education PostgraduatAgnea ALT v3.3e Diploma and one staff member enrolled for PGDHE at Rhodes University. All new qualifications developed, namely, Master of Tourism and Hospitality Management, PhD in Commerce, Master of Administration, BSocSci, BEd Intermediate Phase Teaching and BSc Hons in Environmental Science 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. The E-learning policy was implemented through the appointment of an E-Learning Specialist and the continued training of academics on the use of Moodle and conducting assessment online. A report on the development of a flexible curriculum structure for the BSc degree was developed and submitted to the DVC on 25 November 2022.

Activity Area 4: Planning and Institutional Support

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

Goal 2: Establish effective systems and processes in support of integrated planning.

Goal 3: Establish and enhance quality institutional support services.

Objectives:

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

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

The University implemented and monitored the Maintenance Plan, Integrated Renovation Plan, SHE Management Plan and Security Management Plan in 2022 through monthly reports and monitored the implementation of the Siyabuswa Beautification Project Phase III through monthly reports. The University conducted SHE awareness and security campaigns for students and staff in both campuses; monitored the implementation of the waste management strategy for 2022 through monthly reports and monitored the provision of catering services at the Mbombela and Siyabuswa Campuses through monthly reports.

The New Infrastructure Projects Division completed the implementation of the Documentation, Monitoring and Reporting Management System to manage and monitor all construction project documentation and the implementation reached project closeout.

Projects for the construction of the 20MVA Bulk Electrical Substation, the Irrigation Laboratory, the Student Pavilions, the Infrastructure and Operations Building, the South Campus Drop-off Facility as well as Academic and Archive Building, were tested, commissioned, completed and handed over to the End Users. Project completion certificates were issued.

Package Orders for new buildings such as NBP0024 Law Building, NBP0025 Nature Conservation Building and NBP0026 the Great Hall, as well as the supporting

infrastructure at the West Campus reached the targeted objectives. Construction of the East Campus D725 Northern Entrances and Gate House Facilities (NBPO015) reached satisfactory progress in year 2022.

To ensure the correct HEMIS data, the tracking of student's cohorts (throughput, completion, drop-out and graduation rates), the correction of the Academic Structure and capturing of new and reviewed programmes, the use and implementation of the HEMIS VALPAK reports were monitored by generating and sharing of the reports with data owners and providing training to academic leaders.

The Monitoring and Evaluation Framework was implemented to conduct the impact study of UMP Vision 2022 Strategic Plan; the development of the UMP Vision 2030 Strategic Plan; the development of the 2023 Institutional Risk Register, and the development of the CHE Self Evaluation Report.

The HEMIS data was submitted as per DHET schedule as follows: 2021 2nd Student VALPAC was submitted on 29 April 2022; 2021, Space VALPAC was submitted on 31 May 2022, 2021 Final 3rd Student VALPAC was submitted on 25 July 2022, and the 2021 Final Staff VALPAC was submitted on 25 July 2022.

ICT implemented the Fortinet FortiMail mail security gateway product that monitors email messages to identify messages that contain malicious content, including spam, malware and phishing attempts. The deployment of the appliance was done on Azure to avoid the risk of email services unavailability during network downtimes and loadshedding.

The University migrated from SharePoint, which was hosted onsite, to SharePoint Online which is hosted in the cloud. The advantage of having SharePoint Online is its flexible subscription model and scalability. Other benefits are Data Security and Compliance, ability to access University data from anywhere and new features the system offers.

CCTV Network Video Recorders (NVR) were replaced at the Mbombela Campus and all the old CCTV NVRs (Network Video Recorders) servers at Mbombela Campus were replaced with new servers with a higher specification. The system now provides mass storage of video footages for a long time.

The project to install the CCTV camera system at Siyabuswa campus has been completed. The system is composed of 72 static and pan tilt and zoom (PTZ) cameras, one Network Video Recorder (NVRs) and two large screens in the control room.

The MOODLE Learning Management System was upgraded to version 3.11. The new version provides more than just improved security, it also offers compatibility with plug-ins like Turnitin. The new and improved features and speed enhancements improved both staff and student e-learning experience.

The false-flooring (raised floor) was installed at Siyabuswa Campus server room. This raised access flooring is intended to provide sufficient space for cable and power necessary for the server to work.

The fire suppression system was installed in the Siyabuswa Campus server room. The system has the ability to detect the very early signs of fire breaking out and therefore can trigger an immediate response, thus reducing the risk of serious damage.

A new video tracking delegate system was installed in the Council Chambers. The audio system now includes a user- friendly automatic camera steering for video conferencing. This promotes interactive discussions and ensures everybody taking part in a meeting is clearly heard and seen remotely, whilst facilitating recording and control of proceedings.

The ICT Security Policy and the File Sharing and Transfer Policies were approved by Council. ICT also developed the ICT Standard Procedures that was approved by MANCO.

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 100% achievement on the objectives during the reporting year included, among others, the continued holding of successful, peaceful, free and fair SRC and CRC elections which has become a common practice at our University; the SRC Investiture was a success and provided the Management of the University an opportunity to lay down the important foundation on the expected role and responsibility of the members of the SRC and CRCs. Management also got an opportunity to outline its expectation on the relationship and engagement between the University Management and the student leadership; the provision of training and development programmes for the student leadership; the successful holding of effective MANCO-SRC quarterly meetings; the provision of a vibrant and active student life through a number of activities and programmes of the student societies, as well as living and learning communities.

The University provided 19 personal development workshops to students. The University was able to accredit over 300 private student accommodation facilities which provided accommodation to students who could not be accommodated in the University's on-campus accommodation.

Over 15 Student Societies were active during the year. This allowed students to participate in a number of programmes and projects through the societies. We are pleased to report that the UMP ENACTUS Team continued its excellent performance again in 2022 and made it to the ENACTUS National Competition held in July 2022. Our Winning Team got position two in the overall tournament after the Central University of Technology (CUT) who got position one and went to represent South Africa in the ENACTUS World Cup in Puerto Rico. ENACTUS UMP brought home 5 trophies from the National Competition. In 2022 ENACTUS South Africa also recognised the role played by our university in supporting its ENACTUS Team which has been shown by the consistent excellent achievement of our Team over the years. ENACTUS South Africa presented UMP with a Certificate of Recognition for its support to students. Secondly, three students (the UMP 2022 Entrepreneurship Team), made history when they attended and participated in the Entrepreneurship Summit and Start-up Weekend Programme in Malaysia from 1 to 8 August 2022.

The year 2022 saw 15 different sport teams in 7 sporting codes being active at the University. Eight of the 15 teams represented the University in the USSA tournaments during the year.

The University Clinics, on both Campuses, continued with the provision of health care to students, particularly primary health care. The Student Counselling Centre, which

is run by a registered Clinical Psychologist, provided the much-needed counselling and mental health related services to students during the year.

Activity Area 6: Engagement and Partnerships

Goal 1: Promote, engagement for public good;

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

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

Objectives:

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

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

Two Short Learning Programmes were offered on 15, 16, November and 17, 18 November 2022 in collaboration with NEMISA. The Digital Literacy (Microsoft 101 Mobile Digital Literacy and Special Technology (IBM and Cousera) Short Learning Programme were offered from 15,16, 17 to 18 November 2022 in collaboration with NEMISA. Staff and students participated in Mandela Day activities on 18 July 2022 at both the Mbombela and Siyabuswa campuses. Africa Day was celebrated on 25 May 2022 at the Mbombela Campus and on 27 May 2022 at the Siyabuswa Campus. 4 Public Lectures were held during 2022. The UMP implemented two projects that show integration of engagement, research and teaching and learning. The Transforming Education for Sustainable Futures programme (TESF) and the Travel to Trade project by ENACTUS were implemented. The Career Expo took place on 18 August 2022. Partnerships were established with the following national strategic partners: University of Limpopo on 23 March 2022; Nkangala TVET College on 09 June 2022; Citrus Research International on 27 June 2022; BankSETA on 25 July 2022; INSETA on 23 August 2022; W&R SETA on 30 September 2022.

MoUs were signed with the following international higher education institutions: Asia Pacific University of Technology and Innovation (Malaysia), Tra Vinh University (Vietnam), Can Tho University (Vietnam), Universitas Trisakti (Indonesia), Universitas Indonesia (Indonesia), Telkom University, Bandung (Indonesia), Palawan State University (Philippines), Chea Sim University (Cambodia), National University of Laos (Laos) on 10 March 2022; University of Agronomic Sciences and Veterinary Medicine of Bucharest on 10 October 2022; UNIVERSIDADE SAVE, Mozambique, on 22 November 2022; University of Stuttgart, Germany, on 12 December 2022.

The Launch of the Alumni Chapter in Mpumalanga was held on 26 November 2022.

The Engagement Excellence Awards ceremony was held on 06 December 2022.

The recipient of the Engagement Excellence Award was Professor W Otang- Mbeng.

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.

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

Criteria for the allocation of strategic projects were developed and implemented for the allocation of the 2022 Strategic Projects; The 2022 identified strategic initiatives budget was allocated and monitored to ensure the spending is within the budget; The third-stream income strategy was implemented and resulted in a 126% increase in third-stream revenue year on year.

Direct and indirect costs for tuition and residence fees were identified during the first quarter and discussed at MANCO on 09 November 2022; Two awareness workshops on tuition fees costing were held with the Dean, Heads of Schools for the Faculty of Agriculture & Natural Sciences and Hospitality and Tourism Management on 01 September 2022 and with the Deans and Heads of Schools for all Faculties on 21 November 2022. A meeting with Residence and Operations was also held to create awareness on costs for Residence on 1 September 2022; A financially sustainable three (3) year rolling budget (2023 – 2025) was prepared and submitted to DHET. The utilization of the University Facilities has been increased, resulting in increased third-stream revenue of 80% year on year. The University also held a successful garage sale on 09 December 2022 as part of its fundraising strategy.

The 2023 budget was prepared based on the Budget Guidelines. Finance also held a cost awareness and reduction workshop with EMANCO on 27 June 2022 and with the Student Representative Council on 01 September 2022. Finance highlights also include the timely preparation and submission of quarterly management accounts to ARIGO, GFIC, DHET and Council during 2022, Council approved Student Accounts Receivable Write-off Policy on 24 November 2022 and, Student Financial Aid Policy was submitted to MANCO on 6 December 2022. It must also be noted that the Creditors' Payment Plan was developed and approved at MANCO on 09 November 2022, while a tender register for quarterly reporting to MANCO was also developed.

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 Employee Handbook was developed for use during Employee Orientation and Induction Workshops. New employees were provided with important information on key aspects of the operations of the University, and were also provided access cards and other necessary tools which may be required for operational reasons. All new employees attended a workshop facilitated by HR where they were provided with an overview of the conditions of service and institutional policies. The session concluded with a tour of the campus and new employees were then introduced to their line managers who provided guidance to support employees' integration into the workplace. To further support institutional culture imperatives, Values Icons were developed and a Values Handbook developed.

The development of a recruitment model was given attention and recruitment software was purchased. The software will enable the tracking of applications and provide opportunity for the creation of a Job Seeker Database and Talent Applicant Pools. Advertising on Professional Bodies and Society websites has commenced in 2022.

Standard Operating Procedures in HR were reviewed for efficiency and new protocols were implemented where required. Access control measures for employee records were implemented. A review of all HR forms was undertaken for POPIA compliance and relevant amendments were undertaken.

The Integrated Wellness Strategy which encompasses four critical pillars; physical wellness, psycho-social well-being, financial wellness and COVID-19 Management was implemented. In support of Financial Wellness, Sanlam, Alexander Forbes and Nedbank were identified as preferred providers for Financial Planning and Budgeting. Financial Literacy Workshops were held at both campuses.

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 was in place.

**TABLE 3 : PERFORMANCE AGAINST THE ANNUAL PERFORMANCE PLAN
(2019-2022)**

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
2022	100	100	100	100	100	100	100	100	100

The data presented on Table 3, Figure 1 and Figure 2 below, suggest a consistent high performance on the Annual Performance Plans from 2019 – 2022. Performance has been 100% for four of the Activity Areas over the three-year period. All the Activity Areas have recorded 100% performance in 2022.

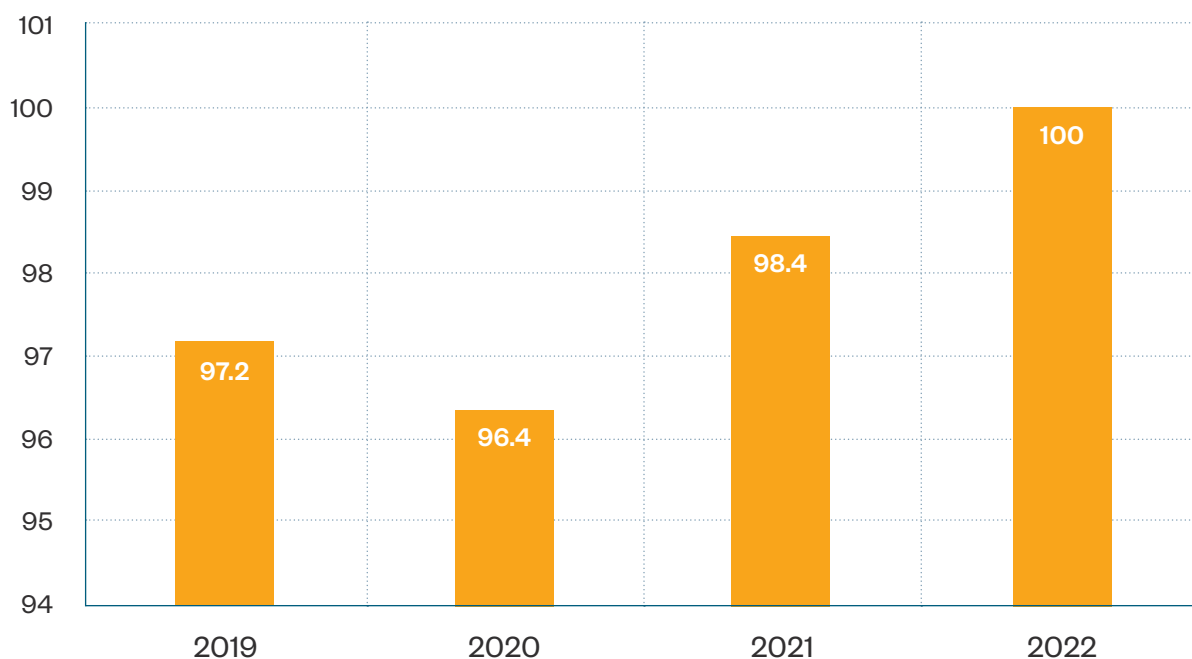


Figure 1: Average Performance (2019-2022)

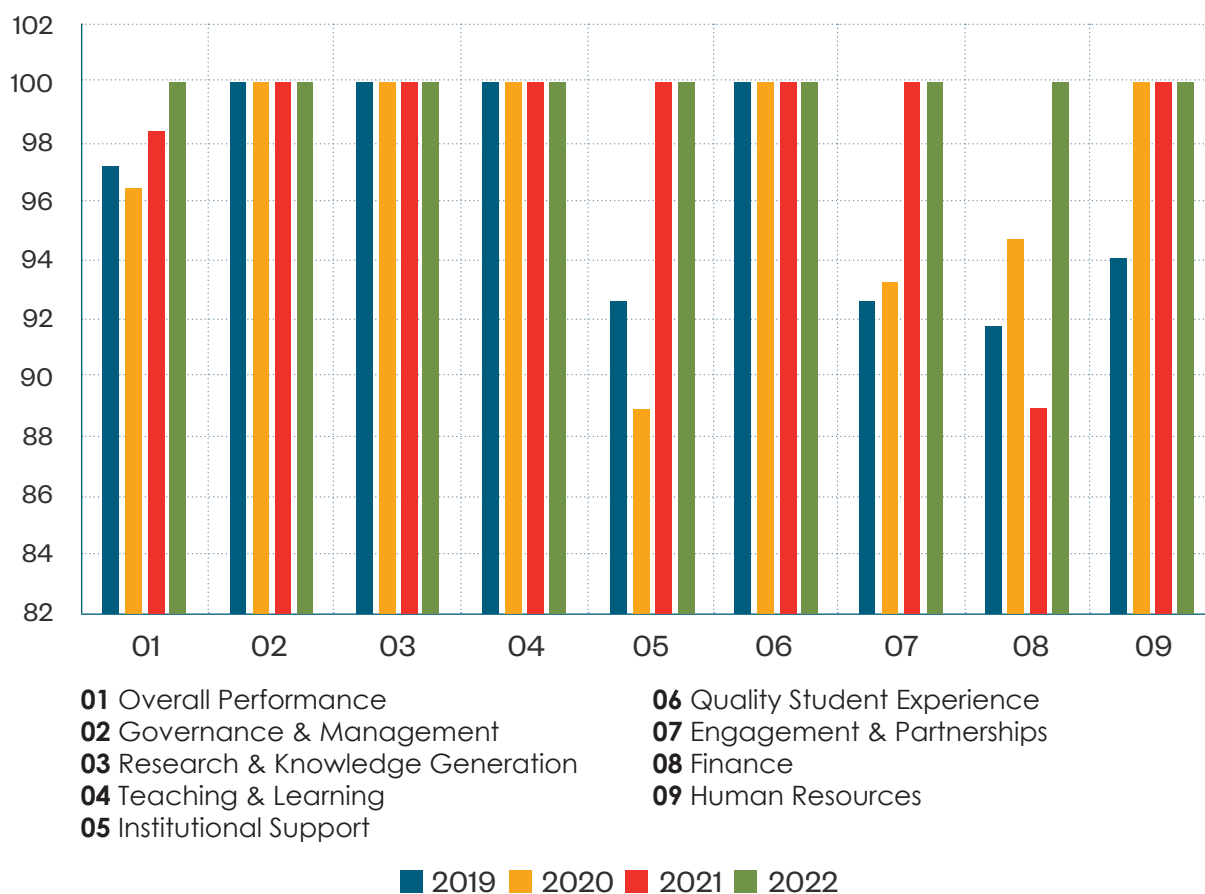


Figure 2: UMP Performance Chart (2019-2022)

2.4. CONCLUSION

UMP, in 2022, continued with outstanding performance against the predetermined objectives as derived from the Strategic Plan: Vision 2022. All implementation measures were achieved, and the institution recorded 100% achievement of the Annual Performance Plan (Internal). Performance on the DHET Annual Performance Plan was satisfactory. Reasons were provided for the underachievement and overachievement in some of the targets.

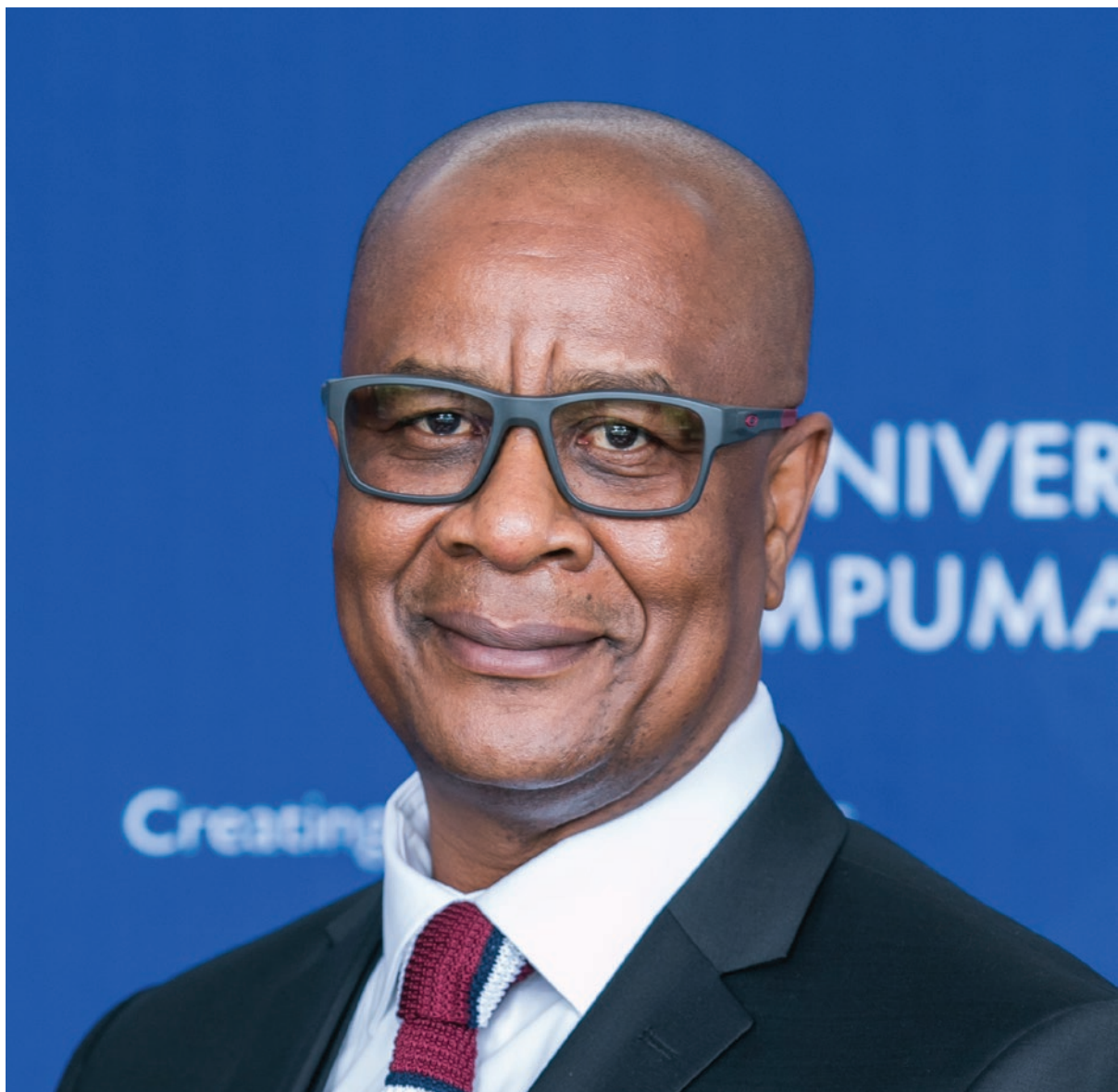


Prof M D Mabunda
Chairperson of Council



Prof T V Mayekiso
Vice-Chancellor

3. REPORT OF THE CHAIRPERSON OF COUNCIL



Prof David Mabunda, Chairperson of Council

3.1. INTRODUCTION

The primary objective of Council was to guide the institution towards the advancement of its Vision and Mission (UMP Vision 2022) and to ensure sound governance in the institution. 2022 marked the final year for the implementation of Vision 2022, the seven-year strategic plan that was approved by Council in 2015. As a result, one of the responsibilities of Council in 2022, was to provide guidance in the development of the new Strategic Plan: Vision 2030. Council in 2022, 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 2022 and discharged their roles and responsibilities in terms of the Charters and Code of Conduct as approved by Council. The Charters were used as reference points at all the meetings of the Council Committees and were included in the meeting packs.

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.

Governance has been characterised by a clear division of responsibilities between Council and MANCO and with a strong visionary MANCO leadership, Council has been able to focus primarily on its oversight responsibilities.

Council provided an oversight role with regard to the institution's Programme Qualification Mix (PQM); Mid-Term Review of the Enrolment Plan (2023-2025); throughput and graduation rates and monitoring of research outputs as per the recommendations of Senate.

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

The University Council met quarterly virtually to perform its fiduciary duties. The Committees of Council met before the meetings of Council to deliberate extensively on the submissions to be made to Council. The Committees of Council made recommendations to the EXCO of Council in line with their Charters. This protocol contributed to the efficiency and effectiveness of Council as it enabled Council to focus on the strategic matters of the institution.



In addition, the Chair of Council had one-on-one meetings with the Vice-Chancellor to receive briefing on pertinent University matters. This has enhanced decision-making at the institution as it provided the Chair of Council with an opportunity to provide guidance and support to Management.

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

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

The reports provided members of Council with a snapshot of the state of the University and kept them abreast of strategic developments in the higher education sector nationally and within the institution. The reports provided information as per the Council Score Card as developed by the Department of Higher Education and Training.

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 Department 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 developed 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 all 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 on the Implementation of the Annual Performance Plan for 2022.

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 as identified in the Institutional Risk Register:

- 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
- Cybersecurity

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 2022, 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 2022/2023 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. The management of risk was deemed effective. 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 2022 were the taxi strike and the intermittent connectivity challenges to the internet as a result of load shedding especially for the academic project and online examinations.

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.

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 Charters. 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 applicable policies, processes, guidelines and procedures.

Council, as reflected in Annexure 1, approved 13 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 after approval by MANCO includes consultation with relevant internal stakeholders such as Organised Labour, SRC, and Faculty Boards, 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 in a hybrid format as per the 2022 Almanac.

3.5. GOVERNANCE OF INFORMATION AND COMMUNICATION TECHNOLOGY

Council approved the ICT Security policy and the File Sharing policy. The ICT Security policy sets principles for ensuring that access to the University's Information Systems is protected and also mitigate the exposure from cybersecurity risks. The File Sharing policy sets out the appropriate use of file sharing applications used on or across the University network in order to mitigate exposure of the University to security risks and liabilities associated with the irresponsible use of those applications on the University resources. Reports were presented at MANCO and written periodic reports and policies were tabled at ARIGC for either noting or consideration. MANCO approved the revised ICT Standards Operating Procedures. The document describes measures that will ensure the effective Governance of ICT services and the improvement of service delivery. The ICT Committee provided

strategic leadership and ensured open communication between ICT and other Divisions at the University.

3.5.1. ICT GOVERNANCE OF RISK

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

3.5.2. CYBERSECURITY RISK

In order to maintain the highest level of protection against email-based attacks and the sophistication of cyberattacks, ICT continued to implement the University's Cybersecurity Roadmap. The University implemented the FortiMail gateway to protect against the latest email threats including phishing, ransomware, zero-days, and business email compromise (BEC) attacks. The University's experience is that FortiMail brings together advanced capabilities to address the full spectrum of email-borne threats that were faced by the University before its implementation. In order to prevent or mitigate harm and reduce human cyber risks, cybersecurity awareness and training was offered to both staff and students to understand, identify and avoid cyber threats. Training and awareness conducted was in a form of online training to staff, video links sent to staff and students, and presentations during staff induction. General information was sent to users warning them when there is an outbreak of a malware. Several emails warning staff and students not to click on the links embedded in phishing or spam emails were sent to them. In order to protect our Microsoft 365 by validating the user's identities and at the same time providing a smooth user experience, Multi-factor Authentication (MFA) was introduced to provide another layer on top of the login credentials. The University was faced with the challenge of having full visibility of the potential threats to the endpoints i.e. laptops, workstations and servers and how to diffuse those threats. FortiEDR was implemented on all servers, as the first phase, to proactively shrink the attack surface, prevent malware infection, automating responses and remediation procedures with customizable playbooks.

3.5.3. ICT DEVELOPMENTS AT BOTH CAMPUSES

- **The FortiMail Gateway**

ICT implemented the Fortinet FortiMail mail security gateway product that monitors email messages to identify messages that contain malicious content, including spam, malware and phishing attempts. The deployment of the appliance was done on Azure to avoid the risk of email services unavailability during network downtimes and loadshedding.

- **SharePoint Migration**

The University migrated from SharePoint, which was hosted onsite, to SharePoint Online which is hosted in the cloud. The advantage of having SharePoint Online is its flexible subscription model and scalability. Other benefits are Data Security and Compliance, ability to access University data from anywhere and new the features which the system offers.

- **Replacement OF CCTV Network Video Recorders (NVR) at the Mbombela Campus**

All the old CCTV NVRs (Network Video Recorders) servers at Mbombela Campus were replaced with new servers with a higher specification. The system now provides mass storage of video footages for a long time and also provide higher quality footages and crystal-clear images.

- **Siyabuswa Campus CCTV System**

The project to install the CCTV camera system at Siyabuswa campus is has been completed. The system is composed of 72 static and pan tilt and zoom (PTZ) cameras, one Network Video Recorder (NVRs) and two large screens in the control room.

- **MOODLE Learning Management System**

The MOODLE server infrastructure was migrated to a new environment at the hosting facility in order to cater for growth in the number of students. The immediate benefits are improved performance, efficiency, ease of access, simpler administration and management, and improved security.

The MOODLE Learning Management System was upgraded to version 3.11. The new version provides more than just improved security, it also offers compatibility with plug-ins like Turnitin. The new and improved features and speed enhancements improved both staff and student e-learning experience.

- **False-Flooring at Siyabuswa Campus Server Room**

The false flooring (raised floor) was installed at the Siyabuswa Campus server room. This raised access flooring is intended to provide sufficient space for cable and power necessary for the server to work.

- **Fire Suppression System at Siyabuswa Campus Server Room**

The fire suppression system was installed in the Siyabuswa Campus server room. The system has the ability to detect the very early signs of fire breaking out and therefore can trigger an immediate response, thus reducing the risk of serious damage.

- **The Delegate System in the Council Chambers**

A new video tracking delegate system was installed in the Council Chambers. The audio system now includes a user-friendly automatic camera steering in video conferencing. This is adding structure to meetings, promoting interactive

discussions and ensuring everybody taking part in a meeting is clearly heard and seen remotely, whilst facilitating recording and control of proceedings.

3.5.4. ICT INFRASTRUCTURE INVESTMENT

The table below indicates the total expenditure for implementing the ICT infrastructure and the Audio-Visual (AV) equipment in the new buildings at the Mbombela Campus. These are the costs for implementing the ICT infrastructure, which include ICT network, audio-visual equipment, security equipment, and the AV equipment include, but not limited to: automated screens, TV screens, powerful speakers, amplifiers and microphones. The costs also include the maintenance of the CCTV system, access control system, fire and burglar system and the Service Level Agreement for the support of all AV equipment.

TABLE 4: ICT EXPENDITURE				
#	PROJECT	CODE	ICT INFRA-STRUCTURE	AUDIO-VISUAL
1	Temporary Entrance Guardhouse	NBP0015	R388 260,00	R0,00
2	Academic and Archive Building	NBP0021	R2 132 757,00	R3 398 892,15
3	Irrigation Lab Building	NBP0022	R569 521,00	R670 099,57
4	Phase 1-Facilities and Support Refurbishment	NBP0023a	R954 229,00	R2 662 149,93
5	South Campus Drop-off and Students Pavilions	NBP0031	R317 940,00	R0,00
6	ICT Platform Maintenance (CCTV Server Replacement)	LA19B	R1 745 059,00	R0,00
7	ICT Platform Maintenance (Access Control, Burglar and Fire Alarm)	LA19B	R2 372 742,00	R0,00
8	ICT Platform Maintenance (Cabling and UPS-Campus Maintenance)	LA19B	R1 053 002,00	R0,00
9	ICT Platform Maintenance (CCTV Once-Off Maintenance)	LA19B	R1 368 563,00	R0,00
10	ICT and Security Building	NBP0019	R0,00	R3 298 505,69

11	Council Chambers Upgrade	Council Chambers	R0,00	R781 280,82
12	Service Level Agreement (AV)	SLA	R0,00	R1 452 392,11
		TOTAL	R10 902 073,00	R12 263 320,27

3.6. STRATEGIC LEADERSHIP

The impact assessment of Vision 2022 has indicated that since the inception of the University, the UMP has performed well by virtue of strong and committed leadership as well as effective adherence to the core objectives of the first Strategic Plan (Vision 2022).

Council together with the Executive Management provided governance and strategic leadership 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 whilst providing strategic direction in line with the strategic plan.

The regular interaction and communication between the Chair of Council and the Vice-Chancellor have ensured a constant bridge between Council and Management. This provided the Chair of Council the opportunity to provide guidance and advice to the Vice-Chancellor on pertinent matters. This contributed significantly to the stability of the institution.

One of the important achievements in 2022, was Council's successful steering of the development of the new Strategic Plan: Vision 2030. This was preceded by an impact assessment of Vision 2022 which has been driving the strategic direction of the University since 2015. The assessment found that the UMP has a solid base to build from and the successes and gains derived from the Strategic Plan (Vision 2022) should be consolidated and expanded in the next Strategic Plan (Vision 2030).

The engagement between Council and members of MANCO, and in particular, the Chairpersons of Council Committees, 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 Plans.

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 2022 Annual Performance Plan. 100% of the objectives were achieved in 2022 in all the eight Activity Areas. UMP has been showing gradual improvement in performance over the period of its existence culminating to 100% achievement in 2022.

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 7:** Finance
- **Activity Area 8:** Human Resources

3.8. CONCLUSION

Council provided oversight in guiding the University to navigate the challenges imposed by the Coronavirus and to complete the 2022 Academic year successfully at the end of December 2022. The University Community continued adjusting to the lingering effects of COVID-19 and continued to offer services on a hybrid basis, although predominantly in person. One of the meetings of Council was held in person.

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 2022 to focus on the advancement of its Vision and Mission (Vision 2022) and living the Values whilst developing a new Strategic Plan: Vision 2030 to be implemented from 2023. Significant to note is the sizable investment in ICT, so that the University staff and students have the state-of-the-art technology as these forms the backbone of a 21st Century University.

UMP has continued in its developmental trajectory in relation to teaching and learning, research and engagement. Improvements in all the core missions are evident. The reported achievement of objectives in the Annual Performance Plan is to be commended.

Overall, Council can confidently report an excellent discharge of its duties and as it is evident from the performance of the institution.



Prof M D Mabunda
Chairperson of Council

4. COUNCIL STATEMENT ON GOVERNANCE



Council Members

4.1. COUNCIL

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

Functions

1. The Council governs the University subject to the provisions of the Higher Education Act No 101 of 1997, as amended, any other applicable legislation and the UMP Statute.
2. The Council must perform all the governance responsibilities imposed on it by the Act and the Statute with due regard to generally accepted principles and practices of good governance and the values framework of the University.
3. Without detracting from the generality of sub-paragraph (2), the Council is responsible for laying down guidelines relating to:
 - strategic governance;
 - financial governance;
 - the appointment and conditions of service of staff, subject to-sub-paragraph (6) to (8);
 - positive academic atmosphere;
 - disciplinary matters regarding staff and students;
 - the language policy of the University in concurrence with the Senate, as required by section 27 of the Act;
 - the admission policies of the University in consultation with the Senate as required by section 37 of the Act; and
 - the approval of the Rules of the University.
4. The Council may establish committees to assist it in carrying out its duties and may, subject to the provisions of the Act and the Statute, delegate appropriate functions to its committees.
5. The Council may, subject to the provisions of the Act and the UMP Statute, delegate functions to the Vice-Chancellor, with the right to delegate further, subject to applicable University policy and the Council-approved delegation frameworks.
6. Subject to section 34 of the Act, the Council:
 - appoints people whom the Council considers necessary to manage the University effectively in accordance with the Rules; and

- after consultation with the Senate or a committee of the Senate appoints and promotes academic employees.
 - 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.
7. 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.
8. 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 the 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	50%
Ms M C Ledwaba	Council Appointee	80%
Ms N Madliwa***	Council Appointee	75%
Mr T G Mokoena	Council Appointee	80%
Ms N Madlakane	Council Appointee	100%
Mr SG Mahlalela*****	Council Appointee	100%
Mr M Schormann*****	Council Appointee	100%
Dr P Maduna****	Council Appointee	100%
Mr M Khoza*****	Council Appointee	100%
Ms N Ravele *****	Ministerial Appointee	100%
Prof M Kanyane	Ministerial Appointee	100%
Mr J Aling	Ministerial Appointee	80%
Prof T Nhlapo	Ministerial Appointee	60%
Prof T V Mayekiso	Executive Management	100%
Prof S Sommers	Executive Management	100%
Prof M Mbewe	Senate Representative	100%
Prof P Lukhele-Olorunju	Senate Representative	100%
Dr N Twise*****	Academic Staff Representative	100%
Dr M Eggink	Academic Staff Representative	100%
Mr S Radebe*****	Support Staff Representative	100%
Prof H Israel	Chair of the Institutional Forum	100%
Mr T Ndebele	Convocation Representative	100%
Mr W Shabangu	Convocation Representative	75%
Prof T Ngqondi	Chairperson of IF	100%

Mr B Madinawe	SRC President	80%
Mr P Pilusi	SRC Secretary General	60%
TOTAL		90%

** Resigned on 28 March 2022*

*** Term ended on 8 August 2022*

**** Appointed on 1 April 2022*

***** Appointed on 1 April 2022*

****** Appointed on 1 April 2022*

****** Appointed as Deputy Chairperson of Council on 10 May 2022*

****** Appointed on 1 October 2022*

****** Appointed on 24 June 2022*

****** Appointed on 4 November 2022*

****** Resigned on 26 September 2022*

In 2022 Council held four ordinary meetings on 31 March, 23 June, 29 September and 24 November 2022. A special meeting was held on 19 October 2022 to consider and approve the new Strategic Plan: Vision 2030. The average attendance was 90%. 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

The Nominations Committee of Council 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 *	100%
Ms Ravele N – Chairperson**	100%
Prof Mayekiso T V	100%

Ms Madlakana N	100%
Ms Ledwaba M	100%
Total	100%

* Resigned on 28 March 2022

**Appointed on 10 May 2022

The Committee held four ordinary meetings in 2022 on 03 March, 01 June, 01 September and the average attendance was 100%.

b) Executive Committee of Council

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 Executive Committee of Council

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	75%
Ms Mabuza O*	100%
Prof Ripinga SS	100%
Prof Mayekiso T V	100%
Prof Mbewe M	75%

Mr Mokoena G	100%
Prof Nhlapo T***	100%
Prof Kanyane M****	100%
Ms Ravele N*****	75%
Mr Aling J*****	75%
Total	88%

* Resigned as a member of Council on 28 March 2022

** Term of office as a member of Council ended on 15 August 2022

*** appointed as a member of EXCO on 30 September 2021 and was a member of EXCO throughout 2022

**** appointed as a member of EXCO on 30 September 2021 and was a member of EXCO throughout 2022

***** appointed as a member of EXCO on 30 September 2021 and was a member of EXCO throughout 2022

***** appointed as a member of EXCO on 30 September 2021 and was a member of EXCO throughout 2022

EXCO held four ordinary meetings on 22 March, 14 June, 20 September and 15 November 2022. The average attendance was 88%.

c) Strategy Committee of Council

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

Role of the Strategy Committee of Council

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

TABLE 8: MEMBERSHIP AND ATTENDANCE OF THE STRATEGY COMMITTEE

Name of Member	Percentage of Meetings Attended
Prof Kanyane M - Chairperson	100%
Prof Ripinga S	50%
Prof Mayekiso T V	100%
Prof Sommers S	100%
Mr Ndebele T	75%
Total	86%

The Committee held four ordinary meetings in 2022 on 3 March, 26 May, 8 August and 7 September 2022. The average attendance was 86%.

d) Audit, Risk and IT Governance Committee of Council

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:

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

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

Ensure that business risks are continually assessed and that effective internal control systems are developed and implemented to minimise material risks.
Establishes an effective communication channel between the Council,

Management, the Internal Auditors and the External Auditors;

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

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

Report 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.

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

TABLE 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%
Ms Madliwa N	83%
Ms Ravele N	86%

Mr Tshabalala T (independent expert)	100%
Mr Ganesan P (independent expert)	100%
Total	94%

The Audit, Risk and IT Governance Committee 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 Audit, Risk and IT Governance Committee 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 and three Special Meetings were held in 2022. The ordinary meetings were on 8 March, 2 June, 8 September and 10 November 2022. The special meetings were on 12 July, 19 July and 4 November 2022. The Special Meetings were in relation to the appointment of External Auditors. The average attendance was 94%.

e) Governance, Finance and Investment Committee of Council

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

Role of the Governance, Finance and Investment Committee

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

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

Name of Member	Percentage of Meetings Attended
Ms Ravele N - Chairperson	75%
Mr Pather K	100%
Prof Mayekiso T V	100%
Mr Aling J	75%
Mr Mokoena TG	100%
Total	90%

The Committee held four ordinary meetings in 2022 on 8 March, 2 June, 8 September and 10 November 2022. The average attendance was 90%.

f) Human Resources Committee of Council

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

Role of the Human Resources Committee

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

TABLE 11: MEMBERSHIP AND ATTENDANCE OF THE HUMAN RESOURCES COMMITTEE

Name of Member	Percentage of Meetings Attended
Prof Nhlapo T - Chairperson	100%
Prof Mayekiso TV	100%
Ms Ledwaba M	100%
Prof Kanyane M	100%
Dr Govender L	75%
Ms Ngcwabe L (independent expert)	75%
Total	90%

The Committee held four ordinary meetings in 2022 on 1 March, 31 May, 1 August, and 7 November 2022. The average attendance was 90%.

g) Facilities Planning and Infrastructure Committee of Council

The Committee monitors the implementation of the Campus Master Plans for new infrastructure. The Committee monitors the implementation of the New Infrastructure Five-Year Plans and advises Council accordingly.

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

Monitors the implementation of 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%
Prof Mayekiso TV	100%
Ms Lushaba Z (independent expert)	100%
Mr Shabangu W	75%
Mr Khoza M	67%
Total	89%

The membership of the Facilities, Planning and Infrastructure Committee includes one external member who is an independent expert on the Built Environment. The Committee held four ordinary meetings meeting in 2022. The ordinary meetings were held on 10 March, 31 May, 6 September and 8 November 2022. The average attendance was 89%.

h) Remuneration Committee of Council

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 S – Chairperson*	100%
Ms Madliwa N – Chairperson**	100%
Prof Kanyane M	100%
Prof Mayekiso TV	100%
Mr Marais P (independent expert)	50%
Mr Pather K	100%
Mr Schormann M***	0%
Ms Ravele N	100%
Dr L Govender	100%
Total	75%

* Term of office ended on 26 August 2022

** Appointed as Chairperson on 1 October 2022

*** Appointed on 24th June 2022

The membership of the Committee includes an external independent expert on remuneration matters. The Committee held two ordinary meetings in 2022. The meetings were on 3 June and 11 November 2022. 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, employees and management. There are scheduled quarterly meetings between the SRC and MANCO as well as between Organised Labour and MANCO. In line with the open-door policy adopted by management, the SRC and Organised Labour request additional one-on-one meetings with members of MANCO including the Chairperson of MANCO, i.e. the Vice-Chancellor. The meetings offer all the stakeholders an opportunity to raise issues to be attended to before they escalate into disputes and 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. In addition, the Dean of Students, the SRC President, Secretary General and the Community Development Officer, visited Western Sydney University (WSU) in Australia from 24 September 2022 to 1 October 2022. The visit provided the

members of the SRC an opportunity to engage with their counterparts from WSU. They also attended a number of sessions with staff from different divisions that deal with student related services, where information was shared with them and they were able to learn how things are done in other institutions. The same team attended the 1st Association of Universities in Asia and the Pacific (AUAP) Youth Development Programme held in Bangkok, Thailand from 19 to 23 November 2022. The members of our SRC attended and participated in a number of development projects. They were part of a group of students from a number of Asian universities that participated in this development programme.

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

4.4.1. STATEMENT ON WORKER PARTICIPATION

The University of Mpumalanga has signed Recognition Agreements with NEHAWU and NTEU. NEHAWU is the majority union. Organised Labour participates in a number of institutional fora such as the Institutional Forum, Human Resources Development and Advancement Committee, the Moderation Committee for the PDRE, to mention but a few.

Both NEHAWU and NTEU engage with Management on both strategic and operational issues pertaining to their mandates. Quarterly meetings are held individually with each of the Unions and Management. This has led to the establishment of good working relationship between the Unions and Management. This relationship which is characterised by mutual respect has contributed positively to the resolution of disputes. In some instances, disputes were averted.

Workers at the University, individually and through their recognised trade unions (NEHAWU and NTEU), actively contributed meaningfully to the development of the Strategic Plan: Vision 2030 of the University, which is one of the key milestones marking a positive trajectory in strategic leadership of the institution.

Organised Labour through the Bargaining Forum was consulted on HR policies such as the Study Benefits Policy, the PDRE and the revised Code of Conduct for employees.

Due to established employer-employee relations, the Management consulted NEHAWU on the redeployment of eight (8) staff from Siyabuswa to Mbombela, as a way of securing their employment after closure of the Kitchen and Catering Services at the Siyabuswa Campus.

In order to enhance participation of workers in the affairs of the University, capacity-building sessions on latest developments in the legislative environment especially those impacting on their conditions of service were conducted in collaboration with

the CCMA and Department of Employment and Labour. These included the Code of Good Practice for Prevention and Elimination of Sexual Harassment and Handling of Injuries on Duty. The then newly elected Trade Union shop stewards were also inducted on their roles in terms of the Recognition Agreements.

In order to ensure uninterrupted services by the outsourced security service providers appointed by the University, during the strike by security staff, a Minimum Service Agreement (MSA) was negotiated and agreed upon with security workers and their union representatives. This was consistent with the designation of security services in higher education as essential services by law.

4.4.2. STATEMENT ON STUDENTS' PARTICIPATION

The University Management, in line with the Statute of our University, continued to promote the participation and involvement of student leadership in the matters that relate to students. The year 2022 also beheld, among others, the 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 2022 Almanac. These quarterly meetings accorded the student leadership, at the institutional level, an opportunity to engage the Management of the University on strategic matters that mostly relate to students. The Dean of Students also held the scheduled monthly meetings with the SRC. This is another layer that was available for the SRC to discuss matters with the Dean of Students and the Managers in the Student Affairs Division. 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 monthly basis. The Campus Director at the Siyabuswa Campus also held his monthly meetings with the CRC at the Campus. All these meetings were used to ensure that student issues 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 Committee; and the Transformation Committee. The continued participation of the student leadership in these committees ensured that the voice of the students is also heard in these very important committees of Management.

The UMP SRC Constitution stipulates that the University has to recognise student political structures that have membership from the registered students at the University for that particular year. We are pleased to report that in 2022 this constitutional stipulation was also adhered to and 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.

Another area where students were accorded an opportunity to participate and be involved in the matters of students was through the committees of Student Societies. 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.

Our milestone in the involvement and participation of the students was 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 21 October 2022. The elections were again held both virtual and in person (hybrid mode). It is important to report that while the University made it possible for students to also vote in person, all students who participated in the elections voted online. No student voted in person.

Management, therefore, is happy to report that, indeed, the students of UMP were not left out on matters that relate to them. Their leadership was consulted and also participated in a number of engagements with the University management at different levels.

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. These forms are distributed annually to members of 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 all meetings includes a declaration of interest that must be signed by all members. In addition, committee members have to confirm their agreement with the confidentiality clause. 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.

Students and staff are all encouraged to live the values of the institution. Integrity is one of the values of the UMP. This is emphasized during the values-inculcation process. MANCO members are assessed on an annual basis by 360° on their adherence to the institutional values as part of the PDRE.

A workshop was held for Council members on 9 November 2022 on the Governance of Ethics. The purpose of this workshop was to update Council members on the recent developments in the governance of ethics.



Vice-Chancellor, Chair of Council and Chancellor

5. COUNCIL STATEMENT ON SUSTAINABILITY

5.1. INTRODUCTION

The University of Mpumalanga continues to contribute to the socio-economic development of the Province of Mpumalanga by incorporating construction development targets in its New Infrastructure Projects Portfolio. During the 2022 calendar year, the NBPO015 – Construction of the East Campus D725 Northern Entrance Gate House project contributed to the achievement of empowerment targets.

5.2. SUMMARY OF JOBS CREATED

**TABLE 14: BREAKDOWN OF EMPLOYMENT EMPOWERMENT TARGET
ACHIEVEMENT AS OF 31 DECEMBER 2022**

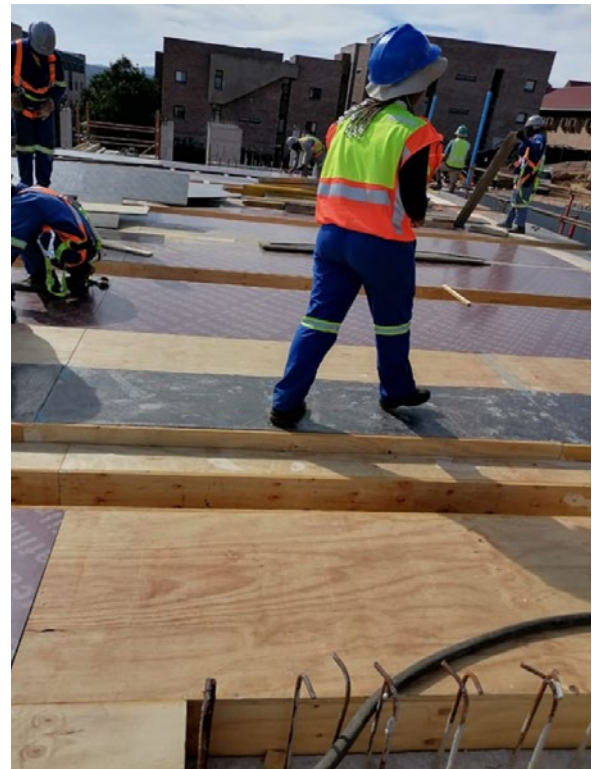
Project	Actual Direct Local Jobs	Actual Direct Local Male Jobs	Actual Direct Local Jobs for Women	Actual Direct Jobs for Youth	Actual Direct Jobs for People with Disabilities
East Campus D725 Northern Entrance Gate House	119	85	8	49	1
Total	119	85	8	49	1

The project has a target to create 130 job opportunities when the construction reaches its peak during second quarter of 2023. In 2022 a total of 119 direct jobs opportunities have been created and are on target. These jobs are predominantly offered to local people from surrounding communities who are employed as General Workers on the project. The majority of the jobs (n=85) are being executed by males. It is encouraging to note that 49 (41%) of the jobs are executed by the youth. Females account for 6.7% of the jobs, representing 8 jobs that are executed by females and only one (1) by an individual with a disability.

5.3. TRAINING OF STUDENTS

KGAUGELO THEMA: CIVIL ENGINEERING STUDENT

Ms Kgaugelo Thema is enrolled with the Brooklyn City College. She has been doing in-service training with NPE Construction since 2022 and requires 2 years of on-site training. She is being trained by the NPE Construction's most experienced employees with on-site training and office-related experience and her logbook is being monitored on a weekly basis. After completing her in-service training, she will then apply for her Diploma in Civil engineering and will be able to graduate.



SASEKILE MASHELE – DIPLOMA IN BUILDING

Ms Sasekile Mashele has already acquired her Diploma in Building from the Tshwane University of Technology (TUT) and is now currently studying towards an Advanced Diploma in Quantity Surveying at Cape Peninsula University of Technology (CPUT) and will graduate in the year 2024. She is being supervised and mentored by the NPE Construction.



ABBY NKWANA – CERTIFICATE: OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT STUDENT

Mr Abby Nkwana is enrolled with the ABM College and requires 3 months of onsite training; he records all his activities on a logbook under the supervision of NPE Construction's Safety Manager and Health and Safety Officer. He will submit his signed logbook to qualify for a graduation once he has completed his three months training.



The project has a target to provide training opportunities to three students which is currently on target. The project is providing training opportunities to students from Civil Engineering, Quantity Surveying and Occupational Health and Safety Management backgrounds who are pursuing their studies at Universities of Technology and who require experiential training in order to complete their qualifications and graduate. These students would have been successfully trained in their various fields when the project reaches completion in the third quarter of 2023.

5.4. EMPOWERMENT OF COMPANIES

The University has in its construction empowerment documents targets to advance Exempted Micro Enterprises (EME) or Qualifying Small Enterprises (QSE) which are, at least, 51% owned by black people.

Selinda Empire

Name of Company – Selinda Empire (Pty) LTD

Registration Number – 2021/989045/07

Shareholders/Owners – Fanuel Selinda

Black Owned: 100%

Address – Stand No 766, Zwelisha Trust, Kabokweni

Selinda Empire is a new and upcoming company which NPE Construction has decided to appoint to develop and give them experience in order to grow. The company had a valid and active CIDB grading of 2GB. After the completion of the formwork at the Main Gatehouse, Selinda Empire will apply to increase their CIDB Grading.

The extent of the works entails the labour only component to install formwork which includes columns, beams, flat slabs and coffer slabs. The total value of works executed by Selinda Empire (PTY) Ltd amounted to **R 418 909.63**

Mdavam (Pty) Ltd

Name of Company – Mdavam (Pty) Ltd

Registration Number – 2017/476040/07

Shareholders/Owners – David Vincent Mashele

Black Owned: 100%

Address: Stand No 1504, Msholozhi White River 1240

Mdavam (Pty) Ltd was a company listed on the UMP Database which NPE Construction decided to employ as a Labour Only bricklayer for the external works. Further to Mdavam working on the UMP Main Gatehouse project, Mdavam (Pty) Ltd has since worked on other NPE Construction sites in Mbombela due to the quality of work the company delivered at the Main Gatehouse.

NPE Construction appointed Mdavam (PTY) Ltd as a Labour only Bricklayer to the External Brickwork at the Main Gatehouse. The total value of works executed by Mdavam Pty Ltd amounted to **R 90 523.49**

Sidlabahleka Construction (Pty) Ltd

Name of Company – Sidlabahleka Construction (Pty) Ltd

Registration Number – 2015/102809/07

Shareholders/Owners – Prince Mahlalela

Black Owned: 100%

Address: PO. Box 729 Kabokweni 1245

Sidlabahleka Construction (PTY) Ltd is owned by Mr Prince Mahlalela, one of NPE Construction Shareholders. Sidlabahleka Construction was a Labour Only Subcontractor to the Norse Group for years before becoming a shareholder of NPE Construction. Sidlabahleka Construction is appointed as a Labour Only Bricklayer and Paver for NPE Construction on the Main Gatehouse Project. It is NPE Construction's intention to grow Sidlabahleka Construction. The total value of works executed by Sidlabahleka Construction (PTY) Ltd to date amounted to **R 276 068.38**

Mndawe Construction 83 (Pty) Ltd

Name of Company – Mndawe Construction 83 (Pty) Ltd

Registration Number – 2014/275301/07

Shareholders/Owners – Phineas Masinga

Black Owned: 100%

Address: PO. Box 729 Kabokweni 1245

Mndawe Construction 83 (PTY) Ltd is owned by Mr Phineas Masinga, one of NPE Construction Shareholders. Mndawe Construction was a Labour Only Subcontractor to the Norse Group for years before becoming a shareholder of NPE Construction. Mndawe Construction is appointed as a Labour Only Plasterer for NPE Construction on the Main Gatehouse Project. It is NPE Construction's intention to grow Mndawe Construction. The total value of works executed by Mndawe Construction (PTY) Ltd to date amounted to **R 124 909.23**

TABLE 15: SUMMARY OF EMPOWERMENT OF COMPANIES

Project	Construction Cost	Construction Expenditure	Allowance for SMME Participation 24%	Expenditure towards SMME Participation 24%
NBP0015: East Campus D725 Northern Entrances Gate House	R59 701 681.9	R18 867 336.92	R 15 362 256.86	R 2 333 523.08
Total	R 59 701 681.90	R 18 867 336.92	R 15 362 256.86	R 2 333.523.08

The total value of the construction project is R 59 701 681.90. The total construction expenditure on the projects as of December 2022 was at R 18 867 336.92. The total expenditure towards Small Medium and Micro Enterprises (SMME) 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 2 333 523.08. The total number of employment opportunities created during the reporting period is 119.

5.5. CONCLUSION

No effort is spared to ensure that transformation and empowerment targets are met. Small Medium and Micro Enterprises (SMMEs) are identified and earmarked for development and skills transfer.

There are students who are placed for practical work- which is logged, supervised and at the end, leading students to meet all requirements for completion of the qualifications they are registered for. Implementation and monitoring are key – as steps are taken to ensure empowerment and transformation.

6. CAMPUS DEVELOPMENT

6.1. INTRODUCTION

This report provides an overview of progress on the University of Mpumalanga (UMP) Infrastructure during the 2022 academic year.

The report covers a year during which the University of Mpumalanga completed several academic buildings and infrastructure projects and coordinated and documented vital new campus developments.

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.

6.2. TOWN PLANNING

The purpose and primary focus of the Town Planning project during 2022 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.

All properties forming part of the Mbombela Campus have been successfully transferred to the University and registered in the Mpumalanga Deeds Office.

The University has since 2020 attempted to complete the transfer of the Siyabuswa Campus property to the University of Mpumalanga. Although it was expected to complete the transfer process during 2022, approval processes for donating the property to the University in terms of Treasury Regulations and the PFMA were still

not finalised between Provincial Treasury and Mpumalanga Provincial Department of Public Works, Roads and Transport.

Upon receipt of this approval, the Deed of Donation will be signed by the University and transfer will then be concluded.

The servitudes for the regional bulk water and sewage services have been registered and endorsed on the University Title Deeds. The registration of all outstanding servitudes for completed bulk water, sewage and electrical infrastructure have been initiated during 2022 and are expected to be registered during 2023.

The University has also initiated discussions with Agricultural Research Council (ARC) to register a right of way servitude across ARC property for access to the East Campus through the East Gate.

A Services Agreement was signed between the City of Mbombela and the University in February 2016 with consent that the University would implement new essential bulk services and infrastructure to the University Township. An update on the Services Agreement was initiated during 2022 to incorporate certain changes to the original agreement between the City of Mbombela and the University. This Addendum to the agreement will be signed in 2023.

6.3. NEW INFRASTRUCTURE DEVELOPMENT

In 2022, the overall implementation strategy of the Mbombela Campus shifted in consultation with academic leadership, the executive, and the DHET. It was agreed that the East Campus should be completed in full before proceeding with new buildings on the West Campus which had been a major focus in 2022. With all academic buildings being completed in 2022, and the Gate House under construction, the East Campus is nearing completion.

The primary focus in 2022 shifted to the implementation of the first phase of buildings on the West 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. This strategy resulted in the near completion of the Lower Campus apart from the Lower Campus Gate Houses.

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

Towards the end of 2019 several academic and university support projects had been initiated and continued construction during 2020 and 2021 for handover within the first quarter of 2022, all of which were completed in 2021 except for NBP0019, which completed its construction in late 2022:

NBP0019: ICT and Security Building is the building completed in late 2022.

2020 Projects Completed in 2022

At the start of 2021, several university support projects have been initiated for construction, targeting completion within the first quarter of 2022 (except for 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 ongoing into 2022

Several academic and university support projects had been developed and documented on a staggered timeline for construction implementation early-2022. In addition to the buildings, the university embarked on the construction of the following key infrastructure projects on the West and Lower Campus.

- a) BIP005 Lower Campus boundary fence (campus south of the D725 municipal road).
- b) SIP2005 Secondary Site Infrastructure.

6.4. BUILDING AND INFRASTRUCTURE DEVELOPMENT

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.

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

NBP0019 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 building will house the main Server and ICT Facilities for the Mbombela 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 room. The Security Staff Facilities contain restrooms, an ablution facility and change rooms.

The design started in June 2018, with the procurement of contractors concluded in September 2019. Construction commenced in May 2020. Construction to be completed in the first Quarter of 2023



Figure 3: NBP0019 ICT & Security 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 Mbombela 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 house 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.



Figure 4: NBP0021 Academic & Archive Building



Figure 5: NBP0022 Irrigation Laboratory

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 centre-pivot irrigation system. 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 6: NBP0023A Infrastructure & Operations Building: Phase 01

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:



Figure 7: NBP0031 South Campus Drop-off Facility

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 was required. The drop-off facilities consist 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 completion in the first quarter of 2022.



Figure 8: Student Pavilion



Figure 9: Student Pavilion

SIP0012 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 structures, located throughout the campus accommodate student pause spaces under a memorable shelter providing for seating, information boards, waterpoint and wi-fi connectivity. All three pavilions have been completed in the second quarter of 2022.



Figure 10: NBP0015 Main Entrance

NBP0015 LOWER CAMPUS GATEHOUSE, EAST CAMPUS GATEHOUSE & SOUTH CAMPUS GATEHOUSE

The original entrance gate to the Lower Campus was wholly inadequate and needed to be reconstructed. The old configuration only allowed for single vehicular access and egress. The pavement outside the entrance was informally used as a waiting space for over 200 students with no amenities or shelters.

The new Gate Houses on Lower and South Campus aim to increase the vehicular capacity of the campus, add appropriate spaces for guards and safety officers, provide for an information desk to deal with queries at the entrance to the university and provide shelters and waiting areas for students.

Design for the project started in October 2018 and required extensive coordination. Coordination, documentation, and tender for construction took place during 2020, with the contract awarded to a 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.



Figure 11: Aerators installed in East Campus Impoundments

Construction of the South Campus Gatehouse commenced during the second half of 2022 following completion of the South Campus Drop-off Zone and Road Infrastructure with a revised completion date targeted in late 2023.

The Gatehouse construction was significantly delayed with GVK-Siya Zama construction leaving the project and NPE construction taking over the site in October 2022.

NBPO026 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 through 2021 & 2022.

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 centre 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 have 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.

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 Bachelor of Laws 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 Law Programme will include a Moot Court for simulated court proceedings as well as a Law Library.

The project was initiated in the first quarter of 2022. With ongoing client engagement, much of 2021 was dedicated to design coordination, works information production, and tender.

NBPO025 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.

The facility will include a combination of raked and flat teaching venues for up to 650 students collectively, alongside academic and 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 toward a developing design for the remainder of the year. Much of 2022 has been dedicated to design coordination, work information production, and tendering. The contractor has broken ground in the first quarter of 2023, although strenuous value engineering is still ongoing. The anticipated completion by late 2024.

NBP0037 ORCHARD CAMPUS CENTRAL SERVICES BUILDING

In 2022, 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 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.

NBP0028: MEDIA, CULTURE COMMUNICATION & LANGUAGES BUILDING

The development site for NBP0029 is located on a vacant piece of land positioned alongside the existing Orchards and newly completed road on the East, North of NBP0024 accommodating the Law Building, on the Orchards Campus. The building will be home to the Media, Culture & Languages Programme and consists of both flat and raked lecture / exam venues and seminar spaces that can collectively accommodate 630 students.

6.5. BULK AND SITE INFRASTRUCTURE

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 East Campus have been completed before.

The focus during the first half of 2022 was to complete the site infrastructure on the West 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.

There are ongoing discussions to expedite the procurement process of the electrical switchgear and generators in the switching stations to ensure functional electrical infrastructure to all new buildings and facilities during intermittent Eskom electrical supply. These also include the termination of all Eskom connections on the Mbombela Campus.

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 East and West campuses from future new developments during excessive rainfall periods. Operational, Maintenance and Emergency Preparedness plans were also developed during this period for all water retaining structures on the Mbombela Campus.

Maintenance and dam improvement inspections were undertaken during 2021 and upgrading and renovations to waterproof and improve the quality of water in East Campus dams were completed during 2022.



Figure 12: Electrical Infrastructure of the 20 MVA Nels River Substation

An extensive vegetation rehabilitation programme which started in 2020 were concluded during 2022 along the water course on the Orchard Campus.

Electrical infrastructure on the South Campus

The South Campus electrical connections with the exception of the sport fields, have all been disconnected from Eskom and are currently being supplied from the municipal owned Nelsriver substation. The installation of the planned South Campus MV reticulation was initiated during 2020 and currently supplies the South Campus via an underground 11kV ring network from the existing switching station situated at the East Campus.

Chiller Plant Services on the Lower Campus

The centralized air conditioning system on the East Campus provides chilled/heated water for air-conditioning on all buildings located around this services building. These extensions were completed during 2021 and comprise cooling type chillers, air handling units and insulated reticulation to service some 6 buildings on the East Campus. A similar installation is in construction on the West Campus.

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. New regional bulk water and bulk sewer infrastructure were completed in collaboration with the municipality.

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 construction of this 20 MVA substation was completed and commissioned during the second quarter of 2022.

The implementation of these projects was done in lieu of payment of bulk services contribution by the University to the Mbombela Local Municipality.



Figure 13: MVA Nels River Substation Building

6.6. SIYABUSWA CAMPUS PROJECTS OVERVIEW

A number of enabling infrastructure and service projects have been initiated across the Siyabuswa Campus. During 2022, coordinated design 1documentation has been completed and the works costed for the Switching Station, Waste Transfer Station, Pump Room Extension, upgrade of water infrastructure, additional Carports and Waterproofing and Concrete repair work for Office, Lecture and Classroom Buildings & the Sports-field Pavilion.

A service yard has been established where all water and electrical infrastructure will be accommodated. The architectural requirements are a response to the infrastructure design requirements as specified by the individual consultants. The service yard will accommodate the following services:

- Switching Station – Spatial and functional requirements for Switch, Transformer and Generator Rooms, complete with service trunking and lighting requirements.
- A Diesel tank installation to feed the generators,
- Pump Room Extension – Spatial requirements to additional water pumps and water treatment facilities, and
- An additional water tank for drinking and fire water requirements.

Other infrastructure and services that have been designed during 2022 for implementation includes:

- Waste Transfer Station – Spatial response to the central collection, sorting and final disposing off campus waste. The building was designed to respond to possible vermin infestation.
- Improvement to access doors, gas storage areas and smoke detectors to ensure compliance within all campus facilities,
- Carport design: Rather than introducing a new lexicon of car ports, the design for the new carports is similar to the existing carports. These steel structures with vaulted corrugated mild steel roofs are placed in three defined areas over the campus.
- Paved access roads to the services yard, to carports and to the waste transfer station.
- Concrete repair work and waterproofing are planned for the existing buildings and the existing Sports Pavilion. Concrete repairs works requires close collaboration between the contractor and the consulting team, as the extent of work can only be defined and finalised on final investigatory inspections.
- Main Hall Stage renovation – New LED screens, acoustic treatment of the hall & stage curtains to be upgraded.

6.7. CONCLUSION

Careful planning, integration and systematic and systemic thinking are required throughout the building stages -to ensure that the infrastructure is fit for purpose and user-friendly. There are added dimensions to ensure that there is compliance vis a vis safety and responsiveness to green energy and sustainability initiatives eg leveraging solar energy and having bulbs that save electricity.

Every aspect of the university: teaching and learning, research, committee meetings, risk mitigation, laboratories and libraries, and all needs of the UMP community (staff and students) are catered for and duly met.

The staggered approach we took, enabled us to apply our minds and think carefully about what we are providing for, and what needs are out there for the current time, and the future.

Areas to allow for security and surveillance are factored in so that life, limb, and property are protected as much as feasibly possible.

The structures built have been pragmatic and user-friendly and where possible, blending with the natural landscape. An aspect of aesthetics has been factored in, so that the campus as a whole is easy on the eyes- allowing for an ambiance conducive to teaching-learning and research.

State-of-the-art IOT equipment is housed in a structure that ensures safety and optimal functioning.

Things that may seem mundane- like parking and places of meeting and engaging by students and staff play a crucial role.

We are gratified to note that all the foregoing were delivered on time and within budget.

Places like the students' pavilion speak to our holistic approach.

Durability, resilience and low maintenance are some of the intangibles that informed the unfurling of the infrastructure.

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 2022 was on mitigating the impact of COVID-19 on the academic project and to ensure its quality. This involved the continuation of online learning together with in person activities, especially in programmes involving laboratories and experimentation.

7.3. SENATE MEMBERSHIP AND ATTENDANCE

TABLE 16: MEMBERSHIP AND ATTENDANCE OF SENATE

Name	Designation	Attendance
Prof Mayekiso TV	Vice-Chancellor and Chairperson	100%
Prof Sommers S	DVC: Teaching and Learning	100%
Dr Bembe M	Academic Staff Representative	100%
Prof Boshoff E	Head of School: Development Studies	100%
Ms Bujela F	SRC Academic Officer	20%
Prof Gumede V	Dean: Faculty of Economics, Development and Business Sciences	100%
Prof Gwandure C	Head of School: Social Sciences	100%
Prof Israel H	Dean: Faculty of Education	80%
Dr Khwidzhili RH	Programme Leader: ADPAGX	100%
Prof Kalema B	Associate Professor: IOT	100%
Prof Kutu F	Head of School: Agricultural Sciences	80%
Ms Ledwaba MC	Council Appointee	80%
Mr Legodi S	Registrar	100%
Prof Lukhele-Olorunju P	Director: Research Management	100%
Dr Machingambi S	Deputy Director: Academic Support Services Division	60%
Mr Madinawe B	SRC President	80%
Prof Mahlomaholo G	Professor: Education	80%
Dr Makgaleng M	Academic Staff Representative: Siyabuswa Campus	80%
Dr Maminza P	Dean of Students	80%
Prof Maredza A	Programme Leader: BCom	100%
Dr Mathaba N	Programme Leader: Advanced Diploma in Agricultural Production Management and Post-Harvest Technology	80%
Ms Mathe Z	Director: Library and Information Services	20%
Dr Matiwane M	Programme Leader: BSc Agriculture	20%
Dr Masalesa J	Programme Leader: Foundation Phase Teaching	80%
Prof Mbeng W	Associate Professor: Botany	40%
Prof Mbewe M	Dean: Faculty of Agriculture and Natural Sciences	100%
Prof Mnisi SE	Head of School: Biology and Environmental Sciences	100%

Dr Mhlanga O	Programme Leader: Hospitality Management	60%
Prof Mlambo V	Programme Leader: Diploma in Animal Production	100%
Dr Molepo J	Programme Leader: Bachelor of Administration	100%
Prof Mwabvu T	Programme Leader: BSc General	100%
Dr Ndlovu M	Programme Leader: Nature Conservation	80%
Dr Ndoro J	Programme Leader: B Agric and BAG-Hons	60%
Mr Ndebele T	Council Appointee	100%
Dr Niyimbanira F	Academic Staff Representative	100%
Dr Ngobese D	Programme Leader: Bachelor of Arts	75%
Prof Okharedia A	Professor: Social Science	100%
Dr Sabela T	Programme Leader: Development Studies	100%
Mr Seema MJ	Programme Leader: Diploma in Agriculture	100%
Ms Shongwe N	Deputy Registrar: Academic Administration	80%
Prof Sibanyoni J	Head of School: Hospitality and Tourism Management	100%
Dr Tshikwatamba E	Campus Director: Siyabuswa	100%
Mr Vele J	Chief Information Officer	100%
Prof Wayi-Mgwebi N	Head of School: Computing and Mathematical Sciences	80%
Dr Zhakata N	Programme Leader: Diploma ICT and Advanced Diploma ICT	80%
TOTAL		89%

Four ordinary meetings and one special meeting were held in 2022 as follows:

9 March 2022
 7 June 2022
 12 June 2022 (Special Meeting)
 6 September 2022
 7 November 2022

The average attendance was 89%.

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 17: MEMBERSHIP AND ATTENDANCE OF THE EXECUTIVE COMMITTEE OF SENATE

Name	Designation	Attendance
Prof Mayekiso TV	Vice-Chancellor and Chairperson	100%
Prof Sommers S	DVC: Teaching and Learning	100%
Prof Gumede V	Dean: Faculty of Economics, Development and Business Sciences	100%
Prof Boshoff E	Senate Representative and Head of School: Development Studies	100%
Prof Mbewe M	Dean: Faculty of Agriculture and Natural Sciences	100%
Prof Israel H	Dean: Faculty of Education	100%
Prof Tshikwatamba E	Campus Director: Siyabuswa	100%
Prof V Mlambo	Senate Representative and Programme Leader: Diploma in Animal Production	100%
Mr Legodi S	Registrar	100%
Average attendance		100%

Four ordinary meetings of the ECS were held in 2022 as follows:

24-Feb-22

24-May-22

25-Aug-22

18-Oct-22

The average attendance was 100%.

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 2022, the University received PQM clearance from the Department of Higher Education and Training for 6 programmes and accreditation from the Council for Higher Education for 10 programmes.

At the start of the 2022 academic year, the PQM for the University was as follows:

HIGHER CERTIFICATE

- Higher Certificate in Information Communication Technology in User Support

DIPLOMAS

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

BACHELOR'S DEGREES

- Bachelor of Development Studies
- Bachelor of Agriculture in Agricultural Extension and Rural Resource Management
- Bachelor of Science (General)
- Bachelor of Science in Environmental Sciences
- Bachelor of Commerce (General)
- Bachelor of Administration
- Bachelor of Arts (General)

- Bachelor of Information Communication Technology
- Bachelor of Education in Foundation Phase Teaching
- Bachelor of Science in Agriculture
- Bachelor of Laws

ADVANCED DIPLOMAS

- Advanced Diploma in Agriculture in Agricultural Extension
- Advanced Diploma in Nature Conservation
- Advanced Diploma in Agriculture in Post-Harvest Technology
- Advanced Diploma in Agricultural Production Management
- Advanced Diploma in Hospitality Management
- Advanced Diploma in Information Technology in Applications Development

POSTGRADUATE DIPLOMAS

- Postgraduate Diploma in Nature Conservation
- Postgraduate Diploma in Information Communication Technology
- Postgraduate Diploma in Hospitality Management

BACHELOR OF HONOURS DEGREES

- Bachelor of Honours in Development Studies
- Bachelor of Honours in Agricultural Extension and Rural Resource Management
- Bachelor of Commerce Honours in Economics
- Bachelor of Commerce Honours in Business Management
- Bachelor of Administration Honours
- Bachelor of Arts Honours in Geography
- Bachelor of Arts Honours in English
- Bachelor of Arts Honours in Sociology
- Bachelor of Arts Honours in Psychology
- Bachelor of Arts Honours in Industrial Psychology

MASTERS DEGREES

- Master of Development Studies
- Master of Education in Early Childhood Education
- Master of Agriculture in Agricultural Extension
- Master of Science in Agriculture
- Master of Science
- Master of Arts
- Master of Commerce

DOCTORAL DEGREES

- Doctor of Philosophy in Agriculture
- Doctor of Philosophy in Development Studies
- Doctor of Philosophy in 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. ACADEMIC POLICY FRAMEWORK

In 2022, five policies were approved by Council. These were the: Personal Promotions Policy; Quality Assurance and Enhancement Policy; Policy on the Promotion of Academic Integrity; Policy on the Costing and Pricing of Research Grants and Contracts – Full Cost Recovery and; Policy on Indirect Cost Recovery Rate (ICRR) Related to Third Stream Income at the University of Mpumalanga.

7.7. UNIVERSITY CAPACITY DEVELOPMENT PROGRAMME

During 2022, the University proceeded with the implementation of the second cycle of its approved UCDP Plan of activities (2021-2023). The activities were aimed at developing capacity and driving transformation within three key areas of the University, which are student, staff, and programme/curriculum development. Implementation revolved around the eight UCDP projects of the university as follows:

Project 1: First Year Experience

Project 2: Capacity Development through Postgraduate Qualifications in Teaching and Learning and Continuous Professional Learning.

Project 3: Promoting the Scholarship of Teaching and Learning among senior academics.

Project 4: Staff development through acquisition of Masters and Doctoral Qualifications.

Project 5: Staff Development Through Mentorship and Research Skills.

Project 6: Curriculum Content Redesign and Transformation.

Project 7: Technology Enhanced Curriculum Implementation.

Project 8: Management and Implementation of UCDP Plan.

The University made significant progress towards the implementation of the UCDP projects with all the set targets being met. In relation to the first-year experience project, which focuses on student development, the University held a successful orientation on 31 January to 4 February 2022, for both Mbombela and Siyabuswa Campuses with a total of 758 first year students in attendance. A total of 108 mentors

and 163 tutors were recruited and trained to ensure that first-year students are assigned tutors and mentors to support them throughout the year.

With regards to staff development through postgraduate qualifications a total of 25 academic staff were supported in enrolling for formal qualifications in teaching and learning and in their disciplines such as the Post-Graduate Diploma in Higher Education Studies, Masters, Doctoral and Vocational Teacher Education programmes. Several capacity development workshops were held with academics on curriculum re-design, teaching and learning, assessment and moderation and facilitation of learning in Higher Education and reflective teaching practice.

Lastly, for the curriculum development projects, an ICT audit and situational analysis on the use of technology in Teaching and Learning by academics was conducted among module owners. The objective was to establish how academics at the University of Mpumalanga are using technology for teaching to identify areas that require attention and advise on skills development initiatives.

Additionally, the University was able to submit the UCDP annual progress report to DHET in which all the major implementation targets were achieved as planned. The UCDP funding stream has served as a significant enabler and catalyst to institutional processes and plans which are aimed at transforming students learning outcomes.

7.8. ADMISSIONS

The total enrolment at UMP increased to 7099 in 2022. The number of students in each of the qualifications is shown in the table below:

TABLE 18: ENROLMENT STATISTICS					
Programmes	2022				
	1st	2nd	3rd	4th	Total
Higher certificate in information communication Technology in User Support	59	/	/	/	59
Diploma in Agriculture	213	206	314	/	733
Diploma in ICT	151	115	128	/	394
Diploma in Nature Conversation	152	120	117	/	389
Diploma in Hospitality Management	229	153	170	/	552
Diploma in Animal Production	75	63	31	/	169
Advanced Diploma in Agriculture in Agricultural Extension	18	/	/	/	18
Advanced Diploma in Hospitality Management	14	/	/	/	14

Advanced Diploma in Agricultural Production Management	20	/	/	/	20
Advanced Diploma in Agriculture Post-Harvest Technology	21	/	/	/	21
Advanced Diploma in Nature Conservation	13	/	/	/	13
Advanced Diploma in ICT	29	/	/	/	29
Postgraduate Diploma in Nature Conservation	4	/	/	/	4
Postgraduate Diploma in Hospitality Management	11	/	/	/	11
Postgraduate Diploma in Information and Communication Technology	19	/	/	/	19
Bachelor of Arts	323	272	310	/	905
Bachelor of Commerce	129	115	73	/	317
Bachelor of Administration	272	142	101	/	515
Bachelor of Development Studies	262	184	196	/	642
Bachelor of Agriculture in Agricultural Extension and Rural Resource Management	68	45	41	/	154
Bachelor of Science	175	103	86	/	364
Bachelor of Science in Agriculture	104	100	76	168	448
Bachelor of Science in Environmental Sciences	103	71	53	/	227
Bachelor of Education in Foundation Phase Teaching	120	120	97	105	442
Bachelor of Information and Communication Technology	103	/	/	/	103
Bachelor of Laws	3	/	/	/	3
Bachelor of Development Studies Honours	26	/	/	/	26
Bachelor of Agriculture Honours in Agricultural Extension and Rural Resources Management	17	/	/	/	17
Bachelor of Commerce Honours in Economics	13	/	/	/	13
Bachelor of Arts Honours in English	7	/	/	/	7
Bachelor of Arts Honours in Sociology	14	/	/	/	14
Bachelor of Science Honours in Entomology	3	/	/	/	3
Bachelor of Science Honours in Ecology	15	/	/	/	15
Bachelor of Honours in siSwati	5	/	/	/	5
Bachelor of Arts Honours in Geography	1	/	/	/	1
Bachelor of Arts Honours in Psychology	13	/	/	/	13

Bachelor of Arts Honours in Industrial Psychology	20	/	/	/	20
Master of Agriculture in Agricultural Extension	19	/	/	/	19
Master of Development Studies	17	/	/	/	17
Master of Science	24	/	/	/	24
Master of Arts	2	/	/	/	2
Master of Commerce	3	/	/	/	3
PhD in Agriculture	7	/	/	/	7
PhD in Development studies	5	/	/	/	5
PhD in Science	5	/	/	/	5
TOTAL:	3224	1809	1793	273	7099

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

TABLE 19: ENROLMENT BY MAJOR FIELD OF STUDY

Programmes	2022				
	SET	Business & Management	Education	Humanities	Total
HCERT	59				59
Diplomas	1685			552	2237
Advanced Diplomas	101			14	115
Degrees	1296	2641	442		4379
Honours	40	94			134
Masters	69	22	33		124
Post Graduate Diplomas	23			11	34
PhD	12	5			17
Headcount Total	3285	2762	475	577	7099

TABLE 20: DISTRIBUTION OF STUDENTS BY RACE, GENDER AND NATIONALITY

Category	Number	Percentage
Total student number	7099	100%
RACE		
African	7070	99.6%
White	9	0.1%
Indian	5	0.1%
Coloured	14	0.2%
Chinese	1	0.01%
GENDER		
Female	4368	61.5%
Male	2731	38.5%
NATIONALITY		
South Africa	7061	99.5%
ESwatini	19	0.3%
Mozambique	3	0.01%
Zimbabwe	8	0.1%
Nigeria	1	0.01%
Democratic Republic of Congo	1	0.01%
India	5	0.1%
Germany	1	0.01%

According to Table 20, the majority of students at the University were African (99,6%). Only 0.2% of the student population was Coloured. 0.1% of the student population was either White or Indian. The majority of the students were female (61,5%) as compared to males (38,5%).

7.9. ANALYSIS OF STUDENT ACADEMIC PERFORMANCE IN 2022

The academic performance of students during 2022 was generally good considering the effects of COVID-19. 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%.

TABLE 21: 2022 PASS RATE		
Pass rate per module	Number of modules	Percentage
100%	20	3.1%
85-99%	89	13.7%
50-84%	132	20.3%
20-49%	24	3.7%
0-19%	386	59.3%
Total number of modules examined	651	
Average % pass		79.9%

7.10. ACADEMIC STAFFING

TABLE 22: DISTRIBUTION OF ACADEMIC STAFF BY QUALIFICATION AND GENDER			
Highest qualification	Number	Gender	
		Female	Male
PhD	76 x Full Time staff	25 x Full time staff	51 x Full time staff
	1x DVC	1 x DVC	0
	3 x Deans	1 x Dean	2 x Deans
	4 x	2 x	2 x
	Postdoctoral Fellows	Postdoctoral Fellows	Postdoctoral Fellow
	1 x Contract Lecturer	0	1 x Contract Lecturer
	1 Part-Time Lecturer	0	1 x Part-Time Lecturer
			Lecturer
	Total = 86	Total = 29	Total = 57

Masters	57 x Full Time staff 1 x Contact Lecturer 5 x Part-Time Lecturers	31 Full time Staff 1 x Contact Lecturer 2 x Part-Time Lecturer	26 x Full time staff 0 3 x Part-Time Lecturer
	Total = 63	Total = 34	Total = 29
Honours	14	8	6
Bachelor's Degree	4	1	3
Advanced Diploma and B.Tech	5	2	3
Diploma	3	0	3
Total	175	74	101

According to Table 22, UMP employed a total of 175 academic members of staff in 2022. The majority of the academic members of staff (n=86) had completed a Doctoral degree, followed by n=63 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 2022, four staff members completed their Doctoral degrees and 1 staff member completed a Masters degree.

TABLE 23: 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	Oct 2021	Communication
15	Lebohang Neo	Oct 2021	Entrepreneurship
16	Thobile Mawelela	Nov 2021	Economics

According to Table 23, UMP had a total of 16 nGAP Scholars in 2022.

7.11. GRADUATION CEREMONIES

The 2022 Graduation Ceremonies were conducted in-person on 12 and 13 May 2022 during which 1113 degrees and diplomas were conferred/awarded from 61 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 were female at 746 and male graduates were 367.

TABLE 24: 2022 GRADUATES

Programmes	Gender		
	Total	Female	Male
Diploma in Agriculture	176	62	114
Diploma in ICT	82	45	37
Diploma in Hospitality Management	50	13	37
Diploma in Nature Conversation	49	16	33
Advanced Diploma in Agriculture	15	6	9
Advanced Diploma in Hospitality Management	15	4	11
Advanced Diploma in Agricultural Production Management	15	7	8
Advanced Diploma in Agriculture Post-Harvest Technology	19	4	15
Advanced Diploma in Nature Conversation	10	3	7
Advanced Diploma in ICT	19	10	9
Bachelor of Arts	148	32	116
Bachelor of Commerce	37	14	23
Bachelor of Education FPT	104	36	68
Bachelor of Development Studies	130	31	99

Bachelor of Agriculture	41	16	25
Bachelor of Science in Agriculture	94	28	66
Bachelor of Science	41	16	25
Postgraduate Diploma in Nature Conservation	4		4
Bachelor of Agriculture Honours in Agricultural Extension	18	6	12
Bachelor of Arts Honours in English	4		4
Bachelor of Development Studies Honours	18	4	14
Bachelor of Commerce Honours in Economics	6	3	3
Master of Development Studies	5	4	1
Master of Agriculture in Agricultural Extension	6	4	2
Master of Science in Agriculture	4	2	2
TOTAL	1113	367	746



UMP 2022 Graduation

TABLE 25: 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
Busisiwe Mahlangu	Female	Development Studies
Rivingo Ubisi	Female	Agriculture
Siphosethu Dibakoane	Male	Agriculture

According to Table 25, the University has appointed nine Academic Talent Stewardship Fellows. Three of the Academic Talent Stewardship Fellows were appointed in 2022 in Agriculture and Development Studies.

7.12. ACADEMIC SUPPORT AND STAFF DEVELOPMENT

Academic support and staff development continued to be an important priority in 2022. The University continued to support academics in the acquisition of postgraduate qualifications in teaching and learning so as to enhance teaching effectiveness. This measure is informed by our strong conviction that there is a strong correlation between teaching effectiveness and student learning outcomes and hence our concerted efforts to improve teaching qualifications of staff. Accordingly, in April 2022, six UMP academics graduated with a Diploma in Teaching and Learning from the Haaga-Helia University of Applied Sciences, Finland, while four more enrolled in the same programme in November of the same year. In the same year, seven academics enrolled for the Post Graduate Diploma in Higher Education (PGDHE) with the University of Johannesburg and are set to finish at the end of 2023. A series of workshops were also offered during the year to enhance teaching capability of all academics across the career continuum as detailed below:

CURRICULUM TRANSFORMATION THROUGH THE INCORPORATION OF GRADUATE

Attributes

As part of implementing the UCDP Project 6, entitled Curriculum Content Redesign and Transformation, a workshop on the incorporation of graduate attributes into

the curriculum was planned and offered on 24 February 2022. This workshop was facilitated by Dr Sibukashe, an expert in Curriculum Development at the Nelson Mandela University. The facilitator was especially relevant since he explored the issue of graduate attributes in his doctoral studies.

The workshop focused on the following:

- (a) The essence of Graduate Attributes and their importance
- (b) Levels of incorporating Graduate Attributes
- (c) How to incorporate Graduate Attributes into the LOs, Teaching Methodology and Assessment Criteria
- (d) Suggested ways of assessing Graduate Attributes

The workshop was attended by a total of 20 academics drawn from different faculties, schools and programmes. Participation was either in person or virtually. The workshop evaluation forms that were completed at the end of the workshop showed that the workshop was rated as relevant and good.

Workshop for Programme Leaders

A workshop for Programme Leaders (PLs) was arranged and offered virtually on 8 March 2022 from 09.30 to 11.30. All programme leaders across the university were invited and a total of 18 programme leaders attended. The purpose of the workshop was to help develop further understanding in terms of the following:

- (e) The position of PLs within the UMP organizational structure
- (f) PLs roles and responsibilities and what is expected of them
- (g) QMS roles of the PLs
- (h) Communication with students and faculty members
- (i) Reporting
- (j) Constraints that impact on the discharge of duties by PLs

The workshop was co-presented by Dr Machingambi and Prof Maredza. Professor Maredza covered the majority of the presentation touching on pertinent and practical roles of PLs from a systems, processes and procedure and marketing perspective. The role of the PL in the student life cycle at UMP was foregrounded. It was highlighted that the PL remains key in the value chain of a student cycle at university starting with the enquiries stage, application, admission, registration, learning, assessment up to the graduation stage. Dr Machingambi facilitated a session on constraints faced by PLs in exercising their roles and responsibilities.

The workshop was evaluated orally and the rich feedback that we got from participants indicated that the workshop was regarded as very important as it capacitated them immensely.

Teaching and Learning in Higher Education

Two workshops on Teaching and Learning in Higher Education were planned and offered as part of implementing project 1, entitled, Capacity Development through Post Graduate Qualifications in Teaching and Learning and Continuous Professional Development. The workshop was offered internally through the facilitation of Dr Machingambi on 18 March and 21 July. The first workshop was attended by a total of 18 academics whilst the second one had an attendance of 25 academics comprising ATSP Fellows, nGAP scholars, newly appointed lecturers and senior staff who wanted to refresh their skills on teaching and learning.

The workshop forms part of UMP's identified core modules which every member of teaching staff is expected to attend. This particular one was especially targeted at newly appointed members of teaching staff who had not attended this before. The workshop focused on the following amongst others:

- National Policy Goals & Priorities on which teaching in HE is predicated
- Pressing Imperatives and challenges in HE
- Student Engagement
- Interactive Lecturing
- Learning Approaches
- Theories of Learning
- Teaching Design
- Learning Pyramid
- How to help students learn

In order to reach out to many academics, participants were allowed to attend either in person or virtually. Participants completed evaluation forms which generally indicated that the workshop was well received.

Academic Induction for Newly Appointed Teaching Staff

Two academic induction workshops for newly appointed members of teaching staff were held on 28 March and 23 August 2022. This is consistent with UMP's principle of helping its new members of staff to understand the vision, mission and ethos of the university. The workshops also afforded the newly appointed academics to appreciate the university's teaching philosophy, research thrust and associated support initiatives that the university offers, which the new academics can take advantage of in their professional development at UMP and beyond. The first workshop was attended by 19 newly appointed academics while the second one was attended by 21.

The following Divisions were invited to engage the participants on major highlights that they offer and promote within the university:

The Vice-Chancellor
The Deputy Vice-Chancellor, Teaching and Learning
The Deputy Director Academic Support Services Division
The Research Director
The Library and Information Services Division
The Student Counselling Unit

The presentations generated a lot of interest and enthusiasm as amply demonstrated by the level of interaction that ensured. The oral feedback we got from the participants indicated that the workshops were rated very good.

Workshop on Evaluation of Teaching and the Value of Evaluation Data to Inform Teaching Decisions

Two workshops on the evaluation of teaching and the use of evaluation data were held on 17 August and 12 October 2022 to give impetus to the importance of engaging with evaluation data in making decisions about teaching and learning. The first workshop had an attendance of 20 academics while the second was attended by 37 academics drawn from different schools and programmes. The following aspects were articulated in the workshop:

- (a) The essence of evaluation
- (b) Timing of evaluation
- (c) Theoretical perspectives that inform evaluation
- (d) Controversies around evaluation of teaching and how to manage these.
- (e) Student Evaluation of Teaching at UMP
- (f) Peer Evaluation of Teaching at UMP
- (g) Self-Evaluation of Teaching at UMP

The workshops generated a rich and interactive discourse among the participants which contributed to success.

The workshops were also important as they prepared academics for other institutional processes such as the Teaching Excellence Awards, PDRE and Personal Promotions where applicants need to submit evidence from evaluations of teaching by students and peers. The participants were asked to complete evaluation forms at the end of each workshop and our analysis of the data showed that both workshops were regarded as successful.

Workshop on the Incorporation of Bloom's Taxonomy and Critical Thinking into Teaching and Learning and Assessment Design

The workshop on the incorporation of Bloom's taxonomy and critical thinking into teaching and learning and assessment design was held on 31 October 2022 in the hotel conference centre. It was facilitated by Dr Machingambi and was meant to provide support to all academics who needed it including new and early career academics. The workshop focused on the following amongst others:

- (a) The essence of critical thinking and its relevance for 21st century learning
- (b) Suggested ways of incorporating critical thinking skills into teaching, learning and assessment activities
- (c) Bloom's taxonomy
- (d) How to incorporate Bloom's taxonomy into teaching, learning and assessment design

The workshop was attended by a total of 15 participants who were drawn from all schools and faculties. Nine of these attended in person while the other nine participated virtually. The workshop was regarded as successful on the basis of the evaluation forms that we received from the participants.

Workshop on Curriculum Design and Transformation for the School of Biology and Environmental Sciences (SBES)

As part of implementing UCDP project 6 entitled, Curriculum Content Redesign and Transformation, we arranged a workshop for the School of Biology and Environmental Sciences (SBES) on Curriculum Design and Transformation. The workshop was held on 4 November 2022 at the Mbombela Campus from 08.30 to 15.30. The workshop was facilitated by Dr Ramos Muziwakhe Sibukashe, Senior Manager: Academic Planning, Nelson Mandela University (South Campus). A total of 18 academics participated in the workshop. The workshop covered the following focus areas:

Curriculum design tools I

- *Constructive alignment*
- *Threshold concepts*

Curriculum design tools II

- *Assessment for learning*
- *Blended/e learning*
- *Inclusive curriculum (inclusive of indigenous knowledge)*

Transformative curriculum design

- *Why transformative curriculum design*
- *Creating transformative curriculum*
- *Online curriculum and technology in transformative learning*

Reflection: SBES academic staff were thrilled by the deep level of engagement with the facilitator on various issues such as decolonization, integration of indigenous knowledge into the curricula and blended learning. SBES staff felt they are more informed and capacitated to restructure the content of their modules and design / redesign their curricula. We envisage that module guides in SBES will be revised accordingly and learning outcomes will be more-aligned with the needs and expectations of students.

Workshop on Assessment and Moderation of Learning

The workshop on assessment and moderation of learning was requested by the School of Biology and Environmental Sciences to capacitate staff in the school on the use of Bloom's taxonomy and SAQA level descriptors in the setting of tests and examinations. The workshop was held on 02 August 2022 and was facilitated by Dr Sibukashe from the Nelson Mandela University. The workshop was held face-to-face and was attended by 20 academics. The workshop also sought to enhance capacity in the following key areas of assessment:

- (a) Principles of valid and effective assessment
- (b) Types, purposes and merits of different assessment strategies
- (c) The nexus between assessment, learning and teaching
- (d) The role of sustainable feedback in assessment
- (e) Aligning assessment with Learning outcomes, assessment criteria and teaching methodology
- (f) Moderation of learning and its role in quality enhancement.

The participants felt the workshop was successful, but they raised the concern that they would need more time to cover all the activities in detail.

Online Teaching and Learning in 2022

Online teaching and learning at the University was given a major boost through the appointment of an E-learning Specialist, Ms Sinazo Matyila with effect from 01 January 2022. Her role was to support academic staff through capacity development workshops and individual support on the use of Moodle and related educational technologies and digital innovations in teaching and learning.

Academic Staff Training on Moodle

Five workshops were offered in the month of January 2022 to enhance academics capacity on the use of Moodle for teaching and learning. Three of these workshops were pitched at the basic level to cater for newly appointed academics as well as other academics who would benefit from a training that is pitched at this particular level. The other two workshops were pitched at the intermediate level to cater for academics who had mastered Moodle basic concepts and would like to enhance their current capacity. The basic Moodle training workshops were held on 20, 24 and 27 of January 2022 while the intermediate level workshops were offered on 27 and 31 January 2022.

The Schools-based approach to staff development was followed to ensure systematic and maximum participation on the part of the academics. In these workshops, the HoSs attended together with members of their schools, and this was a factor in the high attendance registered in the workshops. The workshops were facilitated by Ms Sinazo Matyila, the E-learning Specialist and lecturer in the School

of Computing and Mathematical Sciences. The basic Moodle training workshops covered the following amongst others: setting up Moodle, loading content, importing content from previous years modules to 2022 modules, use of discussion forums and grouping students. The intermediate training focused on how to configure assessments and opportunities offered through the quiz feature.

Workshop on Using Educational Technologies in Teaching and Learning and in Assessment Design

Three workshops were held on the use of educational technologies in teaching and learning and in assessment design. Two of these workshops were held virtually for staff on both campuses on 14 March and 08 April. On 01 November academics at the Siyabuswa Education Campus of UMP requested for a face-to-face workshop on the use of educational technologies to facilitate learning and assessment design. This workshop was offered on 01 November and was attended by 12 staff members. The E-learning specialist engaged the participants in many other technology related competencies that are essential in teaching, learning and assessment. The participants reported that the engagements were very useful and they indicated the need for more of such face-to-face engagements in future.

In Person Teaching and Learning

As a result of the ease in the COVID-19 threat, the year 2022 saw a phenomenal return to in person teaching and learning at the University. Although blended learning remained in place in accordance with modern teaching practices, many lectures were conducted in the university's state of the art lecture venues and learning halls in order to offer our students the advantages associated with face-to-face learning. The University was able to intensify practical learning activities and research through the laboratories, hotel school and the university farm. In person teaching and learning was also accompanied and supported by face-to-face workshops on teaching and learning. In 2022 all university exams were held in person.

TABLE 26: TRAINING PROVIDED TO ACADEMIC STAFF MEMBERS IN 2022

NO	Training	Date
01	Moodle Basic Training	20 January 2022
02	Moodle Basic Training	24 January 2022
03	Intermediate Level Moodle Training	31 January 2022
04	Curriculum Transformation through the Incorporation of Graduate Attributes into the Learning Outcomes, Teaching Methodology and Assessment Criteria	24 February 2022
05	Programme Leaders Workshop	08 March 2022
06	Assessment Design for online Learning	11 March 2022

07	The use of Moodle and Uploading Lectures to Moodle	16 March 2022
08	Teaching and Learning in Higher Education	18 March 2022
09	Academic Induction for Newly Appointed Teaching Staff	28 March 2022
10	Incorporating Bloom's Taxonomy and Critical Thinking into Teaching and Assessment Design	26 April 2022
11	Intermediate Level Moodle Training	06 May 2022
12	Promoting Reflective & Reflexive Teaching Practice Through Teaching Portfolio Development	24 May 2022
13	Institutional Audit Workshop	02 June 2022
14	Developing and Aligning Learning Outcomes, Assessment Criteria and Teaching Methodology	08 June 2022
15	Teaching and Learning in Higher Education	21 July 2022
16	Assessment and Moderation of Learning	02 August 2022
17	Evaluation of Teaching /Learning and the Use of Evaluation Data to Inform Teaching/Learning Decisions.	17 August 2022
18	Academic Induction for Newly Appointed Teaching Staff	23 August 2022
19	Advanced Level Moodle Training	22 September 2022
20	Online Assessment Best Practices	01-02 November 2022
21	Incorporating Bloom's Taxonomy and Critical Thinking into Teaching and Assessment Design	08 November 2022

7.13. RECOGNITION OF ACADEMIC EXCELLENCE IN STUDENTS

The Academic Excellence Awards Ceremony for the year 2022 were held on 13 May 2022.

The following awards were made:

First Year Undergraduate Diploma and Degree

Diploma: Mr MM Motloun	Diploma in Information Communication Technology in Application Development
Degree: Ms N Mashele	Bachelor of Development Studies

Initial First Diploma

Ms PL Legodi	Diploma in Agriculture
Mr ZR Mahumane	Diploma in Hospitality and Tourism Management

Initial First Degree

Ms MM Ntsoane	Bachelor of Agriculture in Agricultural Extension and Rural Resources Management
Ms MF Mamabolo	Bachelor of Science
Ms BL Ntimba	Bachelor of Education in Foundation Phase Teaching
Ms RM Kganane	Bachelor of Arts

Advanced Diploma Awards

Mr SP Montoeli	Advanced Diploma in Hospitality Management
Ms NLF Mnyango	Advanced Diploma in Information Communication Technology in Application Development

HL Hall and Sons Gold Medal Awards

Ms PL Legodi	Diploma in Agriculture
Ms MM Ntsoane	Bachelor of Agriculture in Agricultural Extension and Rural Resource Management
Ms TP Mkhwanazi	Bachelor of Science in Agriculture

Sanlam Award for the Academic Excellence in Nature Conservation

Ms V Lesele	Diploma in Nature Conservation
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Keni Foundation for Academic Excellence In ICT

Mr NW Tshivhula	Diploma in Information Communication Technology in Applications Development
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Vice-Chancellor's Awards

Mr ZR Mahumane	Diploma in Hospitality and Tourism Management
Ms RM Kganane	Bachelor of Arts

In addition, 30 first time Vice-Chancellor Scholarship recipients, were awarded certificates as a symbol of being participants in this prestigious scholarship.

7.14. STUDENT ACADEMIC DEVELOPMENT

Tutorship Programme

140 tutors were appointed for both Mbombela and Siyabuswa campuses. The tutors were appointed for those modules with low pass rates, those perceived to be quite challenging and those with very high enrolments. The tutors were trained to equip them with skills necessary for their tasks. These included facilitation skills, communication skills, online teaching, and classroom management. The training workshops were preceded by an induction workshop where conditions of employment were discussed.

Tutors were supervised by module lecturers and were supported by the Academic Staff Development Professional and Academic Talent Stewardship Programme

fellows (ATSP Fellows). Each ATSP Fellow was allocated tutors in specific programmes to support.

The tutorial programme gained momentum in Term 3. Many tutors reported an increase in attendance. This is likely to have been caused by challenges students faced in examinations in Term 2. There was also an increase in attendance towards the end of year examinations. Tutors, however, experienced challenges regarding venues and time slots for tutorials since these were not included in the timetables for most programmes. Venues were only readily available after the last teaching week, just before examinations and during the examination period.

A survey was carried out to gauge the satisfaction of the programme to the recipients and to get feedback from the tutors themselves on the progress, challenges, and suggestions they have for the programme. Both groups expressed contentment in varying degrees, with the programme. They both gave valuable input.

More than 90% of those who attended tutorials passed all their modules, with all regular attendees passing.

Writing Centre

Some tutors were appointed as writing consultants, 18 for Mbombela Campus and 4 for Siyabuswa Campus. A room was made available at Mbombela campus which was dedicated as a Writing Centre and at Siyabuswa a space in the library was dedicated for the same purpose. The writing consultants received the same training as the other tutors but got further training from the Faculty Librarians on assignment writing.

Writing consultants mainly worked on a consultation basis but on few occasions had group sessions. The Writing Centre at Mbombela Campus was not busy as students would make appointments with individual writing consultants and they would arrange to meet at places they found convenient for both. In some cases, consultation was through email or virtual meetings.

First Year Experience

The First Year Experience (FYE) started with orientation and was followed by the mentorship programme, student development seminars and first year social events.

Orientation preparatory meetings were held for both campuses, Mbombela and Siyabuswa. Members of committees were given different tasks in the preparations. A draft programme was designed and shared with presenters and other stakeholders. Input from internal stakeholders were considered and this resulted in the final products, one for Mbombela and one for Siyabuswa. The two programmes had a few common slots that had institutional addresses and other slots that were campus specific.

Orientation took place from 31 January to 4 February 2022. The programme had a mixture of face-to-face and virtual activities with students spread across the campus in several venues. All planned activities were carried out as planned. The programme started with the Vice Chancellor welcoming the students to the university and inspiring and motivating them, generating interest in their studies. This was followed by a series of addresses by different divisions to inform students of services and facilities available for them, and academic sessions, for briefing on courses they have chosen. Orientation also focused on computer-based activities. This included the introduction of computers to first-time users, email activation, Moodle account activation and navigation. It also included an introduction to library online services.

710 students attended orientation between the 31 January and 4 February. This necessitated orientation to continue into the first teaching week for those who had not attended the during the originally scheduled orientation. Mentors were of great assistance in this programme as they were able to hold sessions with different groups, mainly during lunch hours and late afternoons.

The UMP First Year Experience Handbook was edited, and the edited version was approved and sent for printing. The printed booklets were delivered in time. These handbooks were distributed during orientation, together with The Grad booklets, also meant to assist students to adapt to university life and studies.

Students were given pens and small notebooks to enable them to take notes during orientation. Students were also given Love My Campus t-shirts, although the distribution proceeded even well after the orientation week.

The Academic Talent Stewardship Programme Fellows played a very important role as they took charge of different group activities. They also assisted in facilitating the daily programme.

A total of 109 mentors were appointed. These were spread throughout all the programmes in different schools. The first batch of mentors was appointed and trained just before orientation, 28 January 2022 at Siyabuswa campus and 30 January 2022 at Mbombela campus. These mentors provided the required assistance during orientation.

More mentors were appointed after orientation, and they joined the other mentors in providing guidance to first year students. Mentors organized and ran sessions with their groups, with most sessions scheduled between 12h00 and 14h00. The Multipurpose Hall was booked to make it available for mentorship sessions and FYE seminars during the week. Mentors were also able to organise venues for their sessions at the faculties. There were numerous requests from lecturers asking the division to acquaint first year students about online tests and examinations. Mentors also continued to run the basic commuter skills tutorials. Success in this drive was reported by one lecturer in the Faculty of Economics, Development and Business

Sciences Faculty Board meeting. He pointed out that this year's group of first years was different from those of other years in the use of computers and ascribed the change to the First Year Experience computer classes.

In Terms 3 and 4, the demand for mentorship sessions declined as the first-year students had found their feet. The demand shifted to academic work in those modules where there were no tutors allocated. Mentors were then allowed to offer tutorials in these modules. Just like all other tutorials, demand increased in times of tests and examinations.

Mentors were innovative as they came up with activities that instilled a sense of responsibility in the students. On 11 May, a group of mentors had a campus cleaning exercise where they cleaned the residence area. This they did to reinforce the Love my Campus campaign.

Mentors organized two events for first year students, and these were successful. The first event was an FYE Debate Contest. It was held on the 29 July 2022. The event was more of a presentation than a real debate. The topic was "The best programme which UMP could offer is my programme." The presenters were showcasing their courses. They had to describe the course, the careers associated with it and its relevance in our socio-economic environment. The idea was for students doing that course to get to know it better and expose it to those doing different programmes, thereby giving them an idea of what UMP offers, which amounts to knowing one's institution better.

The second event was the 'CoVersiBility' weekend, a term derived from syllables of some of UMP values, collaboration, diversity, and adaptability. The event was meant to bring vibrancy in the student community and as well promote the said values. This event took place on Saturday 27 August 2022. The event was quite a success. About 300 first year students attended the event.

In term 4 mentors assisted students more with academic content than other issues. They helped in those modules where there were either no tutors appointed or where there were a few tutors. They also held sessions on exam preparation and managing stress and anxiety. These topics were also covered in seminars held but there continued to be demand from the students that they be assisted.

FYE seminars were held on Thursday evenings from 19h00 to 20h00 virtually. This was meant to accommodate as many students as possible. These became popular. Every week students look forward to a session. Each topic had a different presenter. Topics were addressed by the Academic Staff Development Professional, Student Development Officers and ATSP Fellows. In a few cases, internal and external guests would be invited to present. Generally, a presentation would take 45 minutes and the remaining 15 minutes of the hour would be dedicated to questions and discussions. Topics covered included the following: Time Management, Study Skills, Accessing Library resources, Communication Skills, Feedback session with first year students,

Presentation Skills, Financial Management, and Exam preparation, Communication Skills, Presentation and Public Speaking Skills, CV Writing and Interview Skills, Cybersecurity and Safe Spaces at UMP, Responsible Citizenship, Managing Stress and Anxiety and Examination Preparation.

Sessions were generally well attended. Low attendance in some sessions can be attributed to poor connectivity due to load shedding and test preparation if some classes had tests the following morning. Test preparation would take priority over the seminar.

End of year functions for tutors and mentors were arranged for both campuses. The events were held as a show of appreciation to the tutors and mentors for the work they had done throughout the year. These offered tutors and mentors opportunities to give a reflection of their experiences in their work throughout the year. The students expressed appreciation for the opportunity they were given. They gave highlights of successes, challenges, and suggestions for improvement.

7.15. RESEARCH AND KNOWLEDGE GENERATION

In this reporting year, 2022, 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 slow recovery from 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. 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.

The University of Mpumalanga developed and approved two full cost policies for costing research projects and/or activities. The two policies are Costing and Pricing of Research Grants and Contracts - Full Cost Policy and the Indirect Cost Recovery Rate (ICRR) in relation to Third Stream Income. These policies serve as guidelines for determining the full cost of a project budget for external grant and contract funders using the National Intellectual Property Management Office approved ICRR. This is mandatory for all universities to comply with the Intellectual Property Act No. 51 of 2008. In addition, it is compulsory at the university to ensure that all research projects, contract and other academic and support projects or activities cover overhead costs to ensure that the university is managed as a financially sustainable enterprise. All Research Policies, processes and procedures were workshopped with new academics and these were implemented in 2022. 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.

7.16. RESEARCH TRAINING AND DEVELOPMENT

Financial support for our postgraduate students (Honours, Masters' and Doctoral) was sourced from the National Research Foundation (NRF), Water Research Commission (WRC), Citrus Research International (CRI) and DHET UCDP. R6 023 000.00 was received from NRF/NSFAS for 46 Honours students, R2 137 800.00 from NRF/NSFAS for 16 Masters' students and R732 150 for 6 Doctoral students in the form of bursaries in 2022. Also received from NRF were funds for 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/UCDP, Rhodes university/Citrus Research International) and international organizations (Erasmus+, WRC and Regional Development Component from the German Baden-Württemberg Stiftung). Staff undertaking postgraduate studies were supported through the UMP Research Grant. In 2022, Drs Jorine Ndoro and Gordon O'Brien received funding from WRC that has a capacity-building component (3 PhD and 7 Masters' students); Mr Ludzula Mukhwevho's collaborative project with Rhodes University also factored aspects of capacity-building (1 Masters' student). Other capacity development linked funding was received from NRF for Postdoctoral Fellows, Thuthuka, nGAP Research, Competitive Support for rated and unrated Researchers and Customised intervention for Black Female scholars with doctoral degrees.

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 but few of them were assisted financially for physical meetings with supervisors. 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 including Honours students supervision; Writing for Scholarly Publication(s); Mentoring at writing retreats; Mentoring preparations for Scientific Rating by NRF post-PhD). Some trained staff are supervising postgraduate students at Honours, Masters and Doctoral levels. We also identified staff that would attend Leadership and Management training (HELMF) and Professorial training (Future Professors Programme). Our Future Professors trainees have excellent reports. Seven of our emerging researchers were able to apply for NRF Thuthuka Grant and were successful. The annual writing retreat took place in July 2022 and is evidenced by the increase in research outputs submitted

to DHET in 2022 (125 journal articles, 4 books, 21 book chapters and 6 conference proceedings). Six staff received Doctoral and 2 received Masters' degrees in 2022 increasing the percentage of staff with PhDs from 46% to 51%.

7.17. RESEARCH EXCELLENCE AWARDS

The University implemented its research excellence award ceremony to promote, recognise and reward research. In 2022 Research Excellence Awards Ceremony held on 06 December 2022: Drs Kanayo Ogujiuba and Tatenda Dalu received the Faculty Researcher and Faculty Emerging Researcher of the Year, respectively, and Prof Victor Mlambo received the 2022 NRF Rated Researcher Excellence Award.



Teaching, Research and Engagement Excellence Awards

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. Two UMP researchers who submitted for NRF rating and one for re-evaluation in 2022 received positive results. Professor Daniel Parker, a professor in the Faculty of Agriculture and Natural Sciences, received a re-evaluation C2 Rating from C3 Rating; Dr Tim Forssman, a senior Lecturer in the Faculty of Economics, Development and Business Sciences, received a C2 Rating

and Dr Mazanai Musara also from the Faculty of Economics, Development and Business Sciences received a Y2 rating. The total number of rated researchers at UMP is now 12 after the departure of Dr J Giddy (Y2) and Dr Cawthorn (C1).

TABLE 27: NRF RATED RESEARCHERS

Name	Rating	Period
Dr M Musara	Y2	2023-2028
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	C2 (Re-rating)	2023-2028 (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
Prof G O'Brien	C2	2020-2025
Dr T Forssman	C2	2023-2028
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+), Citrus Research International (CRI) through Rhodes University and Centre of Excellence-Human Development (Wits) to the value of **R14,137,000.50 (apart from the DHET UCDP funds)** 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 2022. Drs Gordon O'Brien, Jorine Ndoro and Ayanda Shabalala received funding for some of their research projects from Water Research Commission. Linked to the WRC projects was funding for 3 Doctoral and 7 Masters' students. The CRI funding also had a bursary for a Masters' student working with Mr Ludzula Mukwevho. Forty-six Honours; sixteen Masters' and 6 Doctoral postgraduate students received the NRF/NSFAS funding, and three Postdoctoral Fellows were funded by NRF and UMP in 2022. UMP fully funded three Postdoctoral Fellows in 2022. Other recipients of international funding were Dr Gordon O'Brien from the Western Indian Ocean

Marine Sciences Association (WIOMSA) and Dr Sarah Bownes working on the Oak Foundation Project. Prof Daniel Parker received the Fulbright Fellowship in 2022 and was permitted to take Sabbatical leave in 2022.

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, 64.12 in 2020 and 57.57 in 2021. The decrease of units obtained in the last two years is a result of the restrictions on conference attendance and inability to conduct field and laboratory research due to the 2020-2021 Lockdown. The University has submitted 100.94 units in 2022 from journal articles, conference proceedings, books and book chapters. UMP received an Award at the NRF 2022 Research Awards. The award given to UMP on 01 September 2022 is the Excelleration award derived from the words “excellence” and “acceleration”. This award acknowledges South African research institutions for achieving the most improved research performance over recent years as evaluated by independent parties and measured against a selection of critical indicators.



NRF Excelleration Award

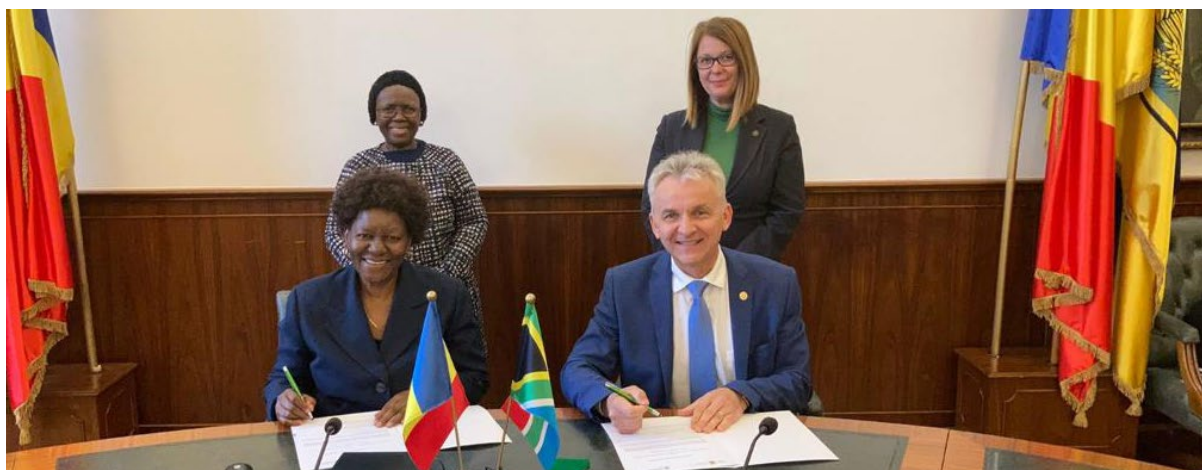
7.21. POSTDOCTORAL AND RESEARCH FELLOWSHIPS

During 2022, 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 Management and Leadership in Higher Education (Vice Chancellor's Office).

- Dr Ngwatshipane Madonna Mashabela, Postdoctoral Fellow funded by NRF and UMP and mentored by Prof W Otang-Mbeng for two years.
- Dr Ebenezer Gbenga Olamide, Postdoctoral Fellow funded by UMP and Mentored by Professor A. Maredza for three 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 T Mayekiso.
- Dr S. Thosago, Postdoctoral Fellow funded by NRF and UMP and mentored by Prof FR Kutu.
- Dr BG Shelembe, Postdoctoral Fellow funded by NRF and UMP and mentored by Prof W Otang-Mbeng.

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 six international organisations in 2022: The National organizations are: University of Limpopo; Water Research Commission and Water International Alliance; Citrus Research International. The international organizations we signed MoUs with are: University of Botswana; Asia Pacific University of Technology and Innovation (Malaysia); University of Agronomic Sciences and Veterinary Medicine of Bucharest, (USAMV) Bucharest (Romania); Universidade SAVE (Mozambique) and University of Stuttgart, Germany.



Signing Ceremony with University of Agronomic Sciences and Veterinary Medicine of Bucharest, (USAMV) Romania



Signing Ceremony with Universidade Save

The UMP, as part of an 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) led by Dr Liaan Minnie, hosted the Project Steering Committee and Board of Representatives meetings from 21-25 March 2022. The UMP principal investigators of this project also hosted a training on One-Health at the Southern African Wildlife College in Limpopo, 23-27 June 2022. Seven UMP staff, members of the Erasmus+ collaborative project attended a workshop at University of Utrecht (Netherlands) and the University of Bologna (Italy) 3- 7 October 2022.

Drs Precious Shabalala and Woudi von Solms attended the FH Joanneum University International Week Programme from 9 - 13 May 2022 in Austria. The UMP team included two UMP students (Ms Tabile Sikatele and Ms Vuyelwa Magagula) who were on the Spring/Summer Semester Students' exchange Erasmus+ Programme in Austria. They all participated on the International Fair 2022 where UMP was awarded a prize for the best booth out of 25 countries.

Ms. Mpho Sealetse, PhD Candidate in Management Science at the University of Mpumalanga, was a visiting scholar at Duale Hochschule Baden-Württemberg (DHBW) Lörrach, Germany from 1 July – 30 September, 2022. She was under the supervision of Professor Wendy Fehlner during this period who facilitated all training activities associated with the visit. Prof Fehlner is a Professor of Tourism Management, Hospitality and Gastronomy with a focus on sustainability, ethics and

global leadership which complements Ms Sealetse's research in Food Operations Management.

Dr Z Dube and three students attended the University of Agronomic Sciences and Veterinary Medicine of Bucharest, (USAMV) Bucharest Conference on "One Health International Student Conference 4-7 December 2022.

UMP hosted the South Africa Sweden University Forum (SASUF) coordinators workshop, on 19-20 October 2022, where about 50 attendees gathered at UMP from 22 universities in South Africa and 3 universities in Sweden. This two-day workshop included students that are part of SASUF Student network. The progress of the network collaborations, and outcomes of the previous research and innovation week, (SASUF Goes Digital) were evaluated and the 2023 SASUF Workshops and collaborations were also discussed.



South Africa Sweden University Forum (SASUF) Workshop

On 14 November 2022, UMP hosted the Department of Higher Education and Training who had an information session on scholarships available for postgraduate students. About 33 students and staff members attended this information session, where very intensive information was shared on available scholarships, requirements, due dates and ERUSMUS+ opportunities.

7.23. PUBLIC LECTURES AND GUEST SEMINARS

The following Public Lectures were presented in 2022:

- Prof Wendy Fehlner from our partner institution, DHBW, Lörrach, Germany, presented a virtual seminar titled “*Educating for sustainable tourism: Focus on Future Skills*” on 18 August 2022.
- The UMP Chancellor, Deputy Chief Justice, Mandisa Maya presented the Archbishop Thabo Makgoba Development Trust Annual Public Lecture on “Ethical and Moral Leadership” on 25 November 2022. As a lead up to the lecture, UMP students participated in an Essay Competition and the student who won the Students’ Essay Competition titled “*The UMP culture is driven by its values: how does this promote moral and ethical leadership among students of UMP?*” was Ms Precious Lekoloka Mamobolo, a BA Honours student in Psychology, Faculty of Economics, Development and Business Sciences.



Archbishop Thabo Makgoba Development Trust (ATMDT) Annual Public Lecture

UMP Professors presented the following Seminars in 2022:

- Dr Emmanuel Tshikwatamba presented a seminar on "*Reflective Lecture on the Complexities of running the Constitution than to frame one: Correlative Analyses – Syntheses and Consolidations*" on 04 May 2022.
- Prof Funso Kutu presented a seminar titled "*Development Agenda for Strengthening Smallholder Farmers' Participation in Achieving Food and Nutrition Security in South Africa*" on 09 June 2022.
- Ms Zephania Smith Eisenstat (Honolulu, USA), Ms Cleopatra Mbali Masinga (Ottawa, Canada), Ms Khethiwe Malaza (Mbombela, SA) and Ms Payal Mehta (UMP) - International Association for Impact Assessment South Africa (IAIASA) - Students Association and Dr Isaac Aghlor (UMP) made presentations during the International Open Access Week (25 – 31 October 2022) opened by the UMP Vice Chancellor, Prof Thoko Mayekiso. The theme for 2022 was "*Open for Climate Justice*".
- Professor Vusi Gumede launched a book titled "*Rethinking the Land and Agrarian Questions in Africa*" on 20 April 2022.
- Dr Mokong Mapadimeng launched a book titled "*Indigenous Knowledge Systems in the 21st Century - Recognising and Harnessing their Worth*" on 03 August 2022.



Indigenous Knowledge Systems in the 21st Century Book Launch

7.24. CONCLUSION

Throughout the report, it is evident that Senate was adept at putting the proverbial finger on the pulse of the institution. The high rates of meeting attendance – 100 % in the case of SSenate Executive speaks to taking the mandate of Senate seriously. Access and articulation in terms of the PQM have been well executed.

The University Capacity Development Programme (UCDP) was commendably rolled out around the eight (8) key areas. Training and equipping – as well as supporting staff and students to be effective in their roles proved pivotal.

UMP has not left anything to chance. For example, students with low pass rates are not left to their own devices. A Tutorship programme has been put in place to ensure that the necessary help to improve their academic performance is in place. Leadership support programmes are also in place to expand the leadership capabilities – so that excellence is widely spread.

A facilitator was brought in for example, among the many others- to show how the curriculum and learning objectives - can support the graduate attributes the university envisages inculcating among its students. Complex frameworks, like the Bloom's taxonomy are well explained – to remove the mist of complexity – and bring about the light of parsimony. Simplicity enhances and deepens understanding.

The various programmes on professional development of staff are evaluated – in the main to find out if they have been effective – but also to glean from the feedback – areas of improvement and strengthening.

The enrolment plan has unfurled as envisaged. Online teaching and learning do not happen by chance. People need to be tutored – to ensure that this approach is properly used.

Resources in all their vastness are spent – and an enabling policy environment put in place so that the research capacity of UMP reaches desired levels.

The crucial role that Senate plays – contributes immeasurably to the overall excellence of UMP. Resulting in great appreciation.

The objectives of teaching and learning and research – as well as engagement remain key – and cannot be left to chance.

8. REPORT OF THE INSTITUTIONAL FORUM OF COUNCIL FOR THE YEAR ENDED 31 DECEMBER 2022



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

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

The IF Chair, Prof Hilda F Israel, was appointed at the IF meeting of 7 September 2021. 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 28 : MEMBERSHIP OF THE EXECUTIVE COMMITTEE
OF THE INSTITUTIONAL FORUM**

	MEMBER	DESIGNATION
1	Prof H Israel	Chairperson
2	Ms N Mnisi	Deputy Chairperson
3	Ms Z Mathe	Senate Rep
4	Mr B Madinawe	SRC President
5	Dr H Khwidzhili	IF Member

The IF for 2022 comprised 18 members.

The composition and attendance of the Institutional Forum members at meetings held in 2022 are presented in Table 32 below.

TABLE 29 : MEMBERSHIP AND ATTENDANCE OF THE INSTITUTIONAL FORUM

	Name	Constituency	Attendance
1	Prof Hilda F Israel	Chairperson	100%
2	Ms N Mnisi	Support Staff Representative	50%
3	Mr A Ubisi	Support Staff Representative	100%
4	Ms N Madlakana	Council Representative	100%
5	Ms N Ravele	Council Representative	50%
6	Ms N Shongwe	VC Appointee	50%
7	Dr N Twise	VC Appointee	75%
8	Vacant	VC Appointee	
9	Dr M Ndlovu	Academic Staff Representative	100%
10	Dr CM O'shea*	Academic Staff Representative	33%
11	Ms Z Mathe	Senate Representative	100%
12	Dr H Khwidzhili	NTEU Representative	50%
13	Mr J Mokoatala	NEHAWU Representative	33%
14	Mr G Mokoena**	NEHAWU Representative	100%
15	Mr S Legodi***	Management Representative	50%

16	Dr L Govender*	Management Representative	0%
17	Mr B Madinawe	SRC President	25%
18	Mr W Sibanyoni	SRC Deputy President	25%

* Resigned from UMP

** Appointed on 08 September 2022

*** The term of office lapsed on 07 September 2022

8.3. MEETINGS

The Executive Committee met as follows:

28 February 2022

01 June 2022

26 September 2022

The Institutional Forum met as follows:

11 March 2022

03 June 2022

15 November 2022

8.4. REVIEW OF INSTITUTIONAL FORUM (IF) ACTIVITIES FOR 2022

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. The following IF Portfolios were active during 2022.

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

They collectively engaged in the following activities, among others:

- The Employment Equity Policy of the UMP was reviewed for relevancy and suitability.
- The concept of “One message, Many voices” was implemented to ensure IF visibility within the UMP. IF members were requested to share the presence and purpose of the IF whenever they could, and where appropriate.
- The IF noted that the recognition and upliftment of women are an integral part of UMP’s institutional culture. The celebration of women continued with the

Vice-Chancellor, Prof Mayekiso, receiving the Standard Bank Iconic Women's Award on 10 November 2022. The glamorous event was attended by four IF members as part of the UMP delegation: Dr L Govender; Dr N Twaise; Mr A Ubisi and Prof HF Israel.



Standard Bank Top Women Awards

- IF members actively participated in the crafting of the UMP's Strategic Plan.
- Multilingualism and the use of African languages as teaching tools are part of UMP's African identity, as recognised by the IF's Language Policy portfolio. The IF Chairperson attended the Launch of the International Decade of Indigenous Languages 2022-2032 on 11 October 2022. The programme focused on the need to adhere to the legislative framework in the promotion of multilingualism across all institutions.
- For Women's Month, August, women across the institution were celebrated. As an African university, the UMP was honoured to have Indlovukazi Sekhothali Mabhena of the Amandebele Kingdom as the Guest Speaker. IF members participated in both events, with Prof HF Israel convening that in Siyabuswa.
- Taking a stand against Gender-Based Violence (GBV) is becoming an integral part of the UMP's institutional culture. The Vice-Chancellor, Prof Thoko Mayekiso, took a powerful, yet poignant, stand, by lighting a candle – symbolically encouraging all UMP women to Speak and Act against GBV. As those present observed silence in honour of all who suffer under GBV, women students took the candle from the VC's table to light candles on all the other tables.

- Ms Z Mathe, Dr L Govender and Prof HF Israel integrated their IF portfolio duties with the launch of a UMP student Book Club on 10 October 2022. This was done in collaboration with No10 Publishers, who donated a set of three novels to the principals of 15 schools in Mbombela. The purpose was to create a culture of reading amongst UMP students, and to ensure that this starts at school level.
- Awareness of the significance of important days is now being shared through social media. The purpose is to create an institutional culture of knowledge about why we observe these days. The IF shared some of the following images towards this endeavour:



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. Reports to Council are presented every quarter, ensuring accountability and adherence to the IF mandate.

Prof Hilda Israel
Chairperson of the Institutional Forum

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



Prof Thoko 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. In 2022, the institution embarked on the process of the development of the new Strategic Plan: Vision 2030. This exercise provided the institution with an opportunity to assess the impact of the implementation of Vision 2022 over the 7-year period. The findings of the impact assessment were very positive identifying the milestones achieved by the institution.

The Vision 2022 Strategic Plan was implemented to develop the 2022 Annual Performance Plan which was tracked throughout the year on a quarterly basis. The work of the Executive Management focused in 2022 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.



MANCO Members

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 eighth consecutive unqualified audit opinion that the University received since its inception. The reports received from the Internal Auditors during the course of the year suggested 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 100% in 2022 which indicates outstanding performance by the institution. Performance on the Agreed Upon Procedures was also deemed to be very good as there were generally no exceptions identified. Generally, the administrative processes of the institution are aligned to the functions and operations of the institution which are functioning smoothly and starting to mature.

9.3. MANAGEMENT COMMITTEE

The Management Committee (MANCO) was fully functional and met twice a month as per its terms of reference. Additional meetings were held, when deemed necessary by the Chairperson. The MANCO meetings were held in person, except for those members who were joining from outside the Mbombela Campus. The physical presence of MANCO on campus assisted with the transition for staff members and students back on campus after COVID-19. This visibility and availability of MANCO assisted to ensure that there is the requisite leadership and management for purposes of business continuity. 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.

The Vice-Chancellor was sending messages to staff and students as a form of motivation and sustaining hope as we transitioned from remote working and study conditions to the in-person modalities. Constant communication is key during unprecedented times as was the case in 2022.

Performance across all MANCO portfolios was improved in 2022 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 3.88 to 4.99 in the Values Adherence Evaluation and 3.65 to 4.77, the overall score. The performance of the institution on the Annual Performance Plan (APP) was 100% in 2022.

The process to appoint the Deputy Vice-Chancellor: Research, Innovation and Partnerships was initiated in 2022 and will be concluded in 2023.

The Deputy Vice-Chancellor: Teaching and Learning, Prof Shirley Sommers, resigned with effect from 31 December 2022.

The Extended Management Committee (EMANCO) comprising all MANCO members, Senior Directors, Dean, Deputy Registrar and Directors was provided with training on Resilient Leadership on 16 and 29 November 2022. This training was informed by the leadership lessons from COVID-19 and the realisation that resilience is a key attribute for leaders and managers.

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 thereby contribute to the leadership and management of the institution.

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 by HR in 2022 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 30: STAFF INDUCTION

Campus	Date	Number of Staff
Mbombela	24 August 2022	17

Additional induction sessions were held for academic staff members on 28 March 2022 and 23 August 2022 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 continued with the implementation of the Academic Talent Stewardship Programme in 2022 and appointed 3 Fellows as Associate Lecturers for a period of three years as a Grow Your Own Timber Programme.

TABLE 31 : DISTRIBUTION OF STAFF BY CATEGORY, GENDER, RACE, DISABILITY AND NATIONALITY

Academic Staff	Number	Race
Female	71	57 African 0 Coloured 4 Indian 10 White
Male	104	94 African 1 Coloured 0 Indian 9 White
Total	175	151 African 1 Coloured 4 Indian 19 White
Support Staff	Number	Race
Female	247	238 African 1 Coloured 1 Indian 7 White
Male	159	153 African 0 Coloured 3 Indian 3 White
Total	406	391 African 1 Coloured 4 Indian 10 White
Total Staff	Number	Gender
Total African	581	318 Female 263 Male
Total White	29	17 Female 12 Male
Total Coloured	2	1 Female 1 Male
Total Indian	8	5 Female 3 Male
Total staff	620	341 Female 279 Male

Foreign Nationals with Permanent Residence	31	5 Female 26 Male
Foreign Nationals without permanent Residence	2	0 Female 2 Male
Total Foreign Nationals	33	5 Female 28 Male
Total Staff with Disabilities	5	2 Female 3 Male

The above table speaks to the adequacy of staffing levels, considering the workload of both support and academic staff. The total number of UMP employees in 2022 was 620 comprising of 341 females and 279 males. The total number of foreign nationals was 33. The majority of the staff members are African (581) with the other population groups in the minority.

9.7. THE QUALITY OF INFORMATION AVAILABLE TO MANAGEMENT

The quality of information available to management and the administrative processes continued to improve in 2022. The ITS Integrator 4.1 was used following the upgrade of the previous system. 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 its decision-making capabilities as well as accurate reporting.

9.8. SAFETY AND SECURITY

9.8.1. MAINTENANCE AND RENOVATIONS

As part of maintaining existing infrastructure, the Maintenance Plan for 2022 was implemented through both preventative, corrective, and on-demand maintenance tasks. For 2022, a total of 2010 preventative maintenance tasks were completed, 1577 corrective maintenance ones, and 1355 on-demand maintenance tasks. These were prudently completed, and the 12 monthly reports were submitted. The Renovation Plan was implemented and monitored through monthly reports. Obtaining the electrical certificates of compliance for the older buildings was a priority. Minor renovation projects were also undertaken such as converting venues to IT practical teaching venues on both Campuses. The implementation of the Siyabuswa Beautification Project Phase II was part of creating and maintaining quality estates and facilities informed by the needs of students and staff. It includes traffic calming, gym upgrades, grounds rehabilitation, and building rejuvenation.

9.8.2. SAFETY AND SECURITY

The Security Management Plan for 2022 was implemented and monitored through monthly reports. For Mbombela Campus, the security contract ended in 2022, and a new security service provider, Xilota Security Company was appointed and started providing security services on 01 April 2022. The security services providers for both Campuses conducted security assessments in 2022. The Xilota security company completed the security assessment on 31 October 2022 and Hlosi Solutions on 21 June 2022 for Siyabuswa Campus.

The upgrades of the CCTV Cameras by AIM took place during the month of January 2022 with the installation of the additional cameras on 12 September 2022 at Boschrand Gate, Mbombela Campus. Zentech conducted an assessment and maintenance of the access control during the month of August 2022. Further assessment for security detail (cameras) was conducted at the Hotel and Conference Centre by the Security Division and Information Communication Technology (ICT) on 19 September 2022 for the installation of the CCTV Cameras.

The temporary entrance and East Gate Guardhouse were damaged during the students' strike and repaired on 22 November 2022 and 04 October 2022 respectively at the Mbombela Campus. Further, the security gate was installed at the drop-off zone on 16 February 2022 to manage access control at Mbombela Campus. The Finance Division was struggling to manage student consultation and restrict access control and the security door was installed at Administration Building on 02 February 2022.

The security awareness campaigns were conducted for staff and students on:

- access control for cleaners at Building 10 East Writing Centre by Security Managers on 14 October 2022 at the Mbombela Campus.
- crime awareness for new students at Multi-Purpose Hall by SAPS and Security Managers on 04 February 2022 at the Mbombela Campus.
- access control for new students at Auditorium A by the security supervisors on 04 and 19 February 2022 at the Siyabuswa campus.
- security awareness for the new staff members at Conference Centre by Security Managers on 24 August 2022 at Mbombela Campus.
- security awareness for the Hotel and Catering staff by the Security Managers on 03 June 2022 at the Mbombela campus.

9.8.3. SAFETY, HEALTH AND ENVIRONMENT

The implementation of the SHE Management Plan 2022 was part of promoting and fostering an environment that is conducive to the health, safety, and protection of UMP's internal and external stakeholders. The SHE awareness campaigns were conducted on 20 January 2022 and 10 February 2022 at Mbombela Campus and 2

June 2022 at Siyabuswa Campus. The fire drills were conducted on 24 May 2022 at all the Mbombela Campus student residences. Fire drill planning with Siyabuswa Student Affairs on 20 July. Fire Drill with the Maintenance Team at Siyabuswa on 25 November 2022. The toolbox talks were conducted on 16 March 2022 and 12 May 2022 at Mbombela Campus and on 01 June 2022 at Siyabuswa Campus.

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

- Oil (Chemical) spill emergency preparedness with Mbombela maintenance staff on 23 June
- Hygiene in the kitchen awareness with Siyabuswa Catering Service on 22 July 2022.
- Training of seven first aiders on how to perform first aid inspections on 21 September 2022.
- Training of building 10 East firefighters on 22 September 2022.
- Emergency Response Action with the Maintenance Team in Siyabuswa on 09 November 2022.

9.8.4. HOTEL AND CATERING SERVICES

The New Catering Management Model was conducted and implemented together with the UMP Catering Management Policy which was approved by the UMP Council on 31 March 2022. Tfokomala Hotel, Conference and Wellness Centre retained its 4-star grading on 15 February 2022, and it was officially opened on 07 April 2022 by the Chair of Council, Prof Mabunda. The Hospitality and Tourism Management Building was opened by the Vice-Chancellor, Prof Thoko Mayekiso, on 07 April 2022. The Food Safety Plan was implemented and monitored through the daily collection and recording of food samples in all 3 centres. Further conducted monthly pest control routines in each quarter of 2022 and the monthly reports were submitted. The food safety audits were conducted on 29 June 2022 and the monthly reports were submitted. Tfokomala Hotel, Conference and Wellness Centre had six hospitality students on Work Integrated Learning (WIL), placed in various divisions



Official Opening Ceremony of the Tfokomala Hotel, Conference and Wellness Centre and the Hospitality and Tourism Building

of the hotel and dining halls for WIL. Menu training for all chefs and catering staff at Mbombela Campus was conducted from 30 May to 03 June 2022. Coffee training (routine skills development) for all catering staff at Mbombela was conducted on 03 and 08 August as well as on 04 October 2022.

9.9. STUDENT SERVICES AND EXTRA-CURRICULAR ACTIVITIES

The University continued to provide health services to students during the 2022 academic year. This was done through the two Campus Clinics of the University, one at each Campus, as well as the provision of the much-needed counselling services.

The University provided a number of health services to students, such as, the mental health awareness support for students living with disabilities held on 10 March 2022; a workshop for Peer Educators held on 12 March 2022 at the Siyabuswa Campus to empower the Peer Educators with the knowledge required to assist other students when they need the services of the Clinic; a group support session for 1st year students on how to adjust at University which was held on 18 March 2022; a session on the importance of mental health wellness which was focusing on depression held on 3 May 2022; the First Things First, a Higher Health Programme, activation campaign that was held at the Siyabuswa Campus on 12 August 2022 and at the Mbombela Campus on 17 August 2022; as well as the breast cancer awareness activities that were held during the month of October 2022.

The provision of emergency medical services further supported the services of the Campus Clinics whenever emergency ambulances were required to transport students to the hospital.

The University also provided online counselling services, through Syked, an online counselling service provider, to our students during the course of the year. These services were very helpful to students as they were able to access them from wherever they were. We also provided services of two sessional Clinical Psychologists for our students at the Siyabuswa Campus during the 2022 academic year. We are, therefore, happy to report that the University was able to provide health services to students during the reporting period.

Sports and Recreation Services

The provision of sports and recreation services for students was in the forefront in creating a vibrant student life during the year. A number of sporting and recreational codes, namely, netball, rugby, soccer, basketball, volleyball, athletics, chess, cricket, and some indigenous games were available for students during the year. It is pleasing to report that the UMP Netball Team, Volleyball Teams (males and females); Basketball Teams (males and females); Soccer Teams (males and females); Chess Team; and the Athletics Team participated and represented UMP during the 2022 USSA Tournaments held during the year. The University held its Sports Day on 25 September 2022 at the Mbombela Campus. This provided an opportunity for students from both campuses to play against each other.

The University also held the 2022 Co-curricular Awards Gala Dinner on 20 October 2022 where students who have excelled in co-curricular activities were recognised and awarded. This annual event is held in line with the University's Policy for the Recognition of Excellent Student Achievement in Co-curricular Activities. Five groups won the Group Category Awards, namely, the Arts and Culture Group of the Year Award; Society of the Year Award; Sports team/club of the Year Award (Females); Overall Sports team/club of the Year Award; and Residence of the Year Award. There were 10 Individual Awards that were awarded, namely, Student Representative Council (SRC) Member of the Year Award; House Committee Member of the Year Award; Arts & Culture Choir Member of the Year; Arts and Culture Performer of the Year; Society Administrator of the Year; Sportsman of the Year Award; Sportswoman of the Year Award; The Living and Learning Achiever of the Year; Vice-Chancellor's Excellence Award for Excellence in Leadership: Female Student Leader; and the Vice-Chancellor's Excellence Award for Excellence in Leadership: Male Student Leader. This event ensured that excellent student achievement in co-curricular activities was recognised and rewarded since the holistic development of our students is a high priority.

Student Societies Activities

Another area that was available for students to participate in co-curricular activities during the year was through the Student Societies. The year 2022 saw 15 Student Societies that were active during the year and provided platforms for students to engage in a number of activities. The activities of Student Societies ranged from academic engagements and discussions to community projects provided to nearby communities and schools.

Living and Learning Activities

The provision of living and learning activities in the residences was among the milestone achievement of Student Housing in 2022. Students participated in a number of living and learning activities during the year. The living and learning activities that were held in 2022 included, among others, the open poetry session held on 4 April 2022; the annual Ladies Talk on a number of social and social justice topics to advise and caution young women about dangers and signs of GBVF held on 18, 19 and 23 May 2022; the indoor fun games and a General Knowledge quiz competition held on 13 August 2022; an integrity-driven session on "Men as Partners" held on 28 September 2022; and the Men and Women Empowerment Talk held on 5 October 2022.

It is pleasing to report that the University continued in 2022 to provide these much-needed services and co-curricular activities for students.

9.10. 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 (2022) through scheduled meetings as well as through the “open door” policy. Meetings were conducted in a hybrid format to accommodate those staff members who were still working remotely. 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 the aftermath of COVID-19. A Monthly Newsletter was issued to keep the University community and alumni updated of the activities taking place on campus. Love My Campus Fridays continued during the 2022 academic year and were supported by both staff and students.

9.11. WOMEN’S MONTH ACTIVITIES

UMP Women celebrated Women’s month on 26 August 2022 at the Mbombela Campus and the Siyabuswa Campus on 29 August 2022.

The theme for 2022 was: Discover the Best in You and Her Majesty Queen Sekhothali Mabhena of the AmaNdebele Kingdom. An opportunity was provided for the female colleagues to share words of inspiration to each other.

Female senior members of Management were profiled in the Leadership Magazine, Mail and Guardian and Sunday Times. This contributed to the brand awareness of UMP.

The UMP won the Standard Bank Top Women Business Icons 2022: An Honorary Legend of Empowerment and Transformation on 10 November 2022.

9.12. EMPLOYEE WELLNESS

UMP has a comprehensive Employee Wellness Strategy, which is based on the Annual Health Awareness Calendar, as promoted by the National Department of Health as well as the World Health Organisation (WHO). A UMP Wellness Calendar which is championed by MANCO members targeted at least one intervention per quarter. These interventions were in the form of awareness campaigns and or events. The following activities took place in 2022:

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



Employee Wellness

TABLE 32: EMPLOYEE WELLNESS

Activity	Date	Event/Awareness	MANCO Champion
World Health Day	07 April 2022	Awareness	Campus Director: Siyabuswa
World Blood Donor Day	14 June 2022	Awareness	Executive Director: Finance
SANCA Drug Awareness Week	20-26 June 2022	Awareness Drug Awareness Electronic Info Sheet	Registrar
Wellness Day	4 July 2022 (Mbombela) 8 July 2022 (Siyabuswa)	Event Wellness Day Event replaced by Financial Wellness workshops	All MANCO members

Quarterly Financial Wellness	03 May 2022 (Mbombela) 06 May 2022 (Siyabuswa) 04 July 2022 (Mbombela) 08 July 2022 (Siyabuswa) 10 November 2022 (Siyabuswa) 14 November 2022 (Mbombela)	Financial Literacy, Retirement Benefits and Medical Aid sessions	
Mental Health Month	01-31 October 2022	Awareness Mental Vice-Chancellor covered Mental Health issues in the October 2022 UMP Newsletter Electronic Info Sheet	Vice-Chancellor
16 Days of No Violence Against Women and Children	25 November 2022 and 10 December 2022	Campaign which takes place annually	All MANCO members
World Aids Day	01 December 2022	Awareness Staff and Students were provided with ribbons at the University entrances on the 01 December 2022	All MANCO members
World Disability Day	03 December 2022	Awareness	Dean of Students
Blood Drive	30 April 2022; 14 June 2022; 05 September 2022 and 11 November 2022	Awareness Events Mbombela/ Siyabuswa	All MANCO members

9.13. STUDENT HEALTH SERVICES

The University continued to provide health services to students during the 2022 academic year. This was done through the two Campus Clinics of the University, one at each Campus, as well as the provision of the much-needed counselling services.

The University provided a number of health services to students, such as, the mental health awareness support for students living with disabilities held on 10 March 2022; a workshop for Peer Educators held on 12 March 2022 at the Siyabuswa Campus to empower the Peer Educators with the knowledge required to assist other students when they need the services of the Clinic; a group support session for 1st year students on how to adjust at University which was held on 18 March 2022; a session on the importance of mental health wellness which was focusing on depression held on 3 May 2022; the First Things First, a Higher Health Programme, activation campaign that was held at the Siyabuswa Campus on 12 August 2022 and at the Mbombela Campus on 17 August 2022; as well as the breast cancer awareness activities that were held during the month of October 2022.

The provision of emergency medical services further supported the services of the Campus Clinics whenever emergency ambulances were required to transport students to the hospital.

The University also provided online counselling services, through Syked, an online counselling service provider, to our students during the course of the year. These services were very helpful to students as they were able to access them from wherever they were. We also provided services of two sessional Clinical Psychologists for our students at the Siyabuswa Campus during the 2022 academic year. We are, therefore, happy to report that the University was able to provide health services to students during the reporting period.

9.14. MANDELA DAY CELEBRATIONS

The Nelson Mandela International Day, on 18 July, was celebrated by the University of Mpumalanga community. The theme for 2022 was “do what you can, with what you have, where you are”. The essence of Mandela Day is to take action, inspire change and make every day a Mandela Day.

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 a number of activities that focused on improving the wellbeing and welfare of others. This included visits to schools, Old Age Homes, Orphanages and Care Centres.

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

The 2022 ATMDT Annual Lecture on ethical and moral leadership was held on 18 November 2022. The Guest Speaker was the UMP Chancellor, Deputy Chief Justice Mandisa Maya and she presented on “The importance of the judiciary and the rule of law in a democratic society”.



The Archbishop Thabo Makgoba Development Trust (ATMDT) Annual Lecture

As part of the Archbishop Thabo Makgoba Development Trust Annual Lecture, final year students are given an opportunity to participate in an Essay Writing Competition. The topic for last year's competition was, “The UMP Culture is driven by its values “, and the winner was Ms Lekoloka Mamabolo, a Vice-Chancellor Scholarship recipient and also the recipient of the Abe Bailey Travel Grant.

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

The overall performance of the institution during the year under review has been excellent.

Notable developments took place as far as the academic project is concerned in relation to the three missions of the institution, namely, teaching and learning, research and engagement in line with Vision 2022. 10 new qualifications were accredited by the Council on Higher Education (CHE), and Programme Qualification Mix Clearance of 6 programmes by the Department on Higher Education and Training (DHET). It is very significant to note that two 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 Event Management which will provide opportunities of access and articulation for students interested in registering for the Diploma in Hospitality Management.

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 2022 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 five 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 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.

As the Vice-Chancellor of the university and having final accountability – a lot of mental alertness is required of one. There is no time to take the foot off the paddle- nor eyes from the proverbial balls one is juggling. To specify some of the key metrics on which one was measured – but also to provide empirical evidence to the contribution made in the year under review, the following are worthy of mention :

- Presence of actions to mitigate COVID-19 effects
- UMP getting an unqualified audit eight consecutive times
- Constant communication with staff and students – inspiring them thereby, and tapping into their resilience
- Adherence to the values of UMP and rewarding those who practice these values and show them in their behavioural repertoire
- Inculcation of graduate attributes among students
- Consciously and constantly working at improving relations among student leadership, organized labour and staff across the board
- Being alive to the transformation and equity and equality agenda
- Regular maintenance to ensure that all the Estates of UMP are in prime condition
- Adequate security in the interests of life, limb and property
- Implementation of Safety, Health and Environment policies
- Focusing on the mental and physical health of both staff and students
- Awake to the importance of sports and recreation as seminal to healthy bodies and sound minds
- Awarding students and staff for excellence in co-curricular awards
- Having strategic partners
- Relentless execution of the vision, mission and strategy of UMP
- Sensitive to the fast-changing world vis-a-vis technology and AI, and ensuring provisioning of the state of the art tech-tools for the benefit of staff and students

The foregoing and much more, form part of the template upon which the self-assessment of the VC will be scaffolded.

9.17. CONCLUSION

To be at the helm of a young University like UMP is both a challenge and an opportunity. An opportunity in terms of allowing one to be creative and to innovate. A challenge when comparisons are made, out of context disregarding the developments that come with novelty.

The focus on 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 gives 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, and academic staff who are riveted on excellence and vibrant student life, are pleasing developments on our pioneering journey as UMP.

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

Leading a modern university requires of a leader to remember the adage:” know thyself”. To this one might add ” know others “, and ”know your context”.

Above all else, show up and give those you lead, hope.

Unwavering faith becomes a helpful ingredient on this path.

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 2022, 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 2022 cover all financial activities of UMP.

Appropriate uniform financial policies and standard operating 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 2022 budget, with specific variations considered where applicable, based on inflationary and growth projections for staff, students and infrastructure developments considering 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 earmarked and Capital Infrastructure grant being reduced.

During the financial year the Minister amended the budget allocations as follows

- The UMP's Capital Infrastructure grant was decreased by R131.990 (2021 – R180m)
- The Capital infrastructure grant was increased by transferring R190.403m from interest previous capitalised.

- The Earmarked grant was reduced by R24.197m, from R487.037 to R462.840, (2021 – R18.407m – from R464.724 to R446.317m).

The reductions have a short-term and long-term impact, as future increases uses the current reduced funding as the baseline for future funding calculations of the earmarked grant.

Overview of 2022 financial position

UMP recorded a Surplus of R192.341m and (2021 – R142.054m) for the year under review.

Government Earmarked grant of R462.840m (2021 – R446,317m) was received during the year under review. The increase in the grant subsidy 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 cost of employment, maintenance, cleaning, rates and taxes, water and electricity, security, other operational expenses.

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 R79.818m (2021 – R39.370m) before providing for doubtful debts of R66.941m (2021 – R24.999m). The Bursary receivables debt was R8.860m (2021 – R24.701m) before providing for doubtful debts of R1.335m and (2021 - R17.529m). 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 R192.341m (2021 – R142.054m) as well as the improved liquidity position of R566.678m (2021 – R384.437m)

An amount of R531.000m (after the deduction of R131.990m to cover the NSFAS deficit) (2021 - R455.924m after a deduction of R180m) was received from DHET during the year for future infrastructure development to be managed by UMP. The Minister amended the capitalised interest by transferring R190.403 to the infrastructure grant.

The infrastructure development is progressing well and within budget and timelines. Buildings and other assets of R141.859m (2021 – R268.209m) was capitalised during the year together with R85.765m (2021 – RNilm) that was transferred to the local municipality as Bulk Infrastructure Contribution.

Recognition needs to be given to DHET for their continued funding support towards the infrastructure expansion of UMP.

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



Ms N Ravele
Chairperson: Governance Finance and
Investment Committee



Mr K D Pather
ED: Finance

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

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

This report is provided by the ARIGC appointed in respect of the year ending 31 December 2022.

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 term ended 16 February 2022)
- Ms N Ravele (Acting Chairperson)
- Mr P Ganesan
- Mr TS Tshabalala
- Ms N Madliwa (appointed 1 April 2022)
- Mr OM Galane (Resigned 28 March 2022)

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 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 was identified in the control environment by the internal and external auditors, sufficient remedial actions were timeously implemented by management.

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

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

12.4. IN YEAR MANAGEMENT AND PERIODIC REPORTING

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

12.5. EXTERNAL AUDITOR

Rakoma and Associates (previously Nexia SAB&T) is the duly appointed independent external auditor. The designated partner for Rakoma and Associates is Ms Patience Moyo 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 Rakoma and Associates.

The ARIGC in consultation with executive management, agreed to the terms of the engagement for the 2022 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 2022 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 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 were 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 ARIGO 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 E-Learning, remote learning, innovative research and development, and enhances work quality and productivity. UMP continued to make significant investments in expanding and improving its ICT infrastructure at both campuses. ICT provided quarterly reports on all projects that the division rolled out or being rolled out. These projects included, but not limited to, the Siyabuswa Campus Closed Circuit Television (CCTV), Moodle upgrade and Siyabuswa Sever Room upgrade. The University's intranet was migrated to the cloud in order to improve system availability, system performance and security.

Policies and systems are continually being improved to ensure alignment with international standards on ICT governance. Council approved the ICT Security Policy and the File Sharing and Transfer Policy.

The Internal Auditors provided assurances that policies, systems and processes for mitigation of ICT risks were adequate and effective. The Internal Auditors also made a follow-up audit on ICT audit findings in order to provide an official closure of all the ICT audit findings and the recommendations.

ICT continued to implement cybersecurity controls that were identified in the Cybersecurity Roadmap and tabled periodic reports at ARIGC. For instance a Fortimail security gateway was implemented to protect the University against Business Email Compromise (BEC) by monitoring email messages to identify messages that contain malicious content, including spam, malware and phishing attempts.



Mr SG Mahlalela
Chairperson of Council



Mrs N Ravele
Acting Chairperson of ARIGC

13. REPORT ON TRANSFORMATION

13.1. INTRODUCTION

Transformation has been considered a priority at the University of Mpumalanga since its establishment in 2013.

On an annual basis, mechanisms have been put in place to establish and maintain a transformative institutional culture. Systems and processes continue to be established and maintained 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 2022 priorities of the USAf Transformation Strategy Group were shared with the members of the Transformation Committee in order to ensure alignment between the institutional transformation activities and the 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.
- Reflection on the 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 OF THEMATIC AREAS

The University continued in 2022 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 2022 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 2022 and was discussed by the Transformation Committee. The intention was to embed transformation in the implementation of the Strategic Plan of the institution. 2022 marked the end of the 7 Year Strategic Plan: Vision 2022. As a result, the development of the new Strategic Plan: Vision 2030 was a priority during 2022. The transformation agenda of the institution was once more embedded in the new 8 Year Strategic Plan: Vision 2030.

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 2022 academic year targeting staff and students. 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 conducted for a few support staff divisions and faculties.

The University developed the Values Booklet for Line Managers in 2022. 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 3.88 to 4.99 with an average of 4.2. This is indicative of values adherence by the members of Executive Management.

Leadership workshops were held for EMANCO on 16 and 29 November 2022 focussing on resilience. 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 and the drive to foster Africanness, UMP celebrated Africa Day at the Mbombela Campus on 25 May 2022 and at the Siyabuswa Campus on 29 May 2022. The celebrations were conducted in person.

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 staff development with specific emphasis on formal qualifications, particularly of underrepresented groups in accordance with the Work Skills Development Plan as well as training programmes.

Three (3) female staff members were provided with a funding opportunity to attend the week-long HERS-SA Academy in Cape Town in September 2022. 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 2022.

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 2022 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 at 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 continued in 2022 with the process of the development of the Language Policy and consultations and engagements with stakeholders took place.

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 self-funding students from various sources. Most of the funding is for undergraduate students. A limited amount of funding was secured for postgraduate students.

UMP has established a Financial Clearance Committee which considers applicants of students who are academically deserving and financially needy. These students are given an opportunity to register and sign an Acknowledgement of Debt Form.

13.4. 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.

13.4.1. ACTIVITIES ON CAMPUS

04/02/2023: Gender awareness raising session with first year entering students during orientation week. GRIP and SAPS were invited as guest speakers.

20 May 2022: The Gender Forum and the GBV student group had a march on campus and a GBV candle lighting session outside the Great Hall to remember and pray for all survivors of GBV.

26 August 2022: A Collaborative event on Women's Month Event with Dr Masuku, Gender Forum, GBV Student's Association and Peer Educators was held at the Mbombela Campus.

26 February 2022: 1st meeting & Establishment of a partnership between Ehlanzeni District Municipality and Higher Institutions of Higher Learning (UMP Gender Forum TUT and Ehlanzeni TVETs), SAPS, GRIP Rise FM against GBV.

The meeting entailed brainstorming on collaborative work. Various areas of collaborative work were identified, for example, the training of students leaders and those who work with the student body on campus were identified as the first activity. It was decided that the 3 institutions should select 50 students from each Institution.

13 October 2022: Training of Student Leaders on GBV. The Ehlanzeni district municipality extended invitations GBV training to each of the district's tertiary institutions, working in collaboration with ABSA Bank gender training. The GF and the GBV chairperson organised UMP 50 students (from housing, peer-educators, rainbow alliance and GBV Student group) to attend the training. They were joined by students from Tshwane University of technology (TUT) Nelspruit campus and TVET Colleges from Ehlanzeni Nelspruit, Barberton, Mlumati, Mthimba, Mapulaneng campuses. The training entailed educating students on what constitutes gender-based violence, Creating safer spaces on campus and victims centred approaches when dealing with GBV cases on campuses.

13.4.2. COLLABORATIVE WORK WITH OTHER HIGHER EDUCATION INSTITUTIONS

UMP is part of the Community of Practitioners against GBV in South African Universities (referred to as Universities Against GBV). These are a collective of gender practitioners and students from all universities in SA working together to share knowledge and resources and support each other in advocacy programmes with the aim of ensuring the coordinated eradication of gender-based violence in our universities. This collaborative work includes attending monthly virtual meetings and two Bi-Annual physical seminars/workshops, organised in different Provinces, in June and in November every year.

Workshops/Seminars

The Gender Forum Chairperson (Dr L.N. Maqubela) and the GBV Student Group Deputy Chairperson (Ms Nelisa Manyisa) attended the workshops/seminars conducted under the auspices of The Community of Practitioners against GBV in South African Universities in Durban in June 2022 and in Cape Town from 21-24 December 2022.

The Annual National Universities Pride March: WITS University

The Gender Forum Chairperson organised for students to attend a COP National Day of Action Pride Parade, organised for the 'Student United Against GBV as part of Universities Against GBV. This was hosted by the WITS University Gender Equity and Transformation unit.

13.5. STUDENT ACTIVITIES

- On 18, 19, and 23 May 2022, Student Housing conducted its annual Ladies and Gentlemen Talks on several social justice issues (transformational) including signs and dangers of Intimate Partner Violence.
- On 31 August 2022, Student Housing presented an Anti-Gender-Based Violence Self- Defense training for female students. Female students were physically trained on how to protect and defend themselves against any form of abuse.
- On 23 September 2022, Student Housing celebrated Heritage Day as a form of transforming the minds of students to start appreciating and respecting diversity by showcasing different cultural activities of different cultures of South Africa.
- The Siyabuswa campus conducted a Men as Partners seminar on 28 September 2022, to educate young men about how to be Men in the 21st century.
- The GBV Awareness campaigns continued throughout the year 2022 on both campuses. Students conducted a GBV TikTok Challenge as another form of spreading awareness and educating students about the signs and consequences of Gender-based Violence.
- On 05 October 2022, the Mbombela campus organized a Men and Women Empowerment talk, which was held in the Great Hall. The talk was about face-to-face reality (life after graduation). Four speakers gave different angles on what life can bring after graduation.
- The formation of the Virtual House (Technological transformation) in 2022, to enable students staying off campus to benefit from the living and learning activities conducted on campus even if they are not physically present on campus, made a difference in caring for all students at UMP.

The University is happy about the activities and events that took place in 2022 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.

The challenge of effectively pursuing transformation – and creating equality and equity requires relentless and resolute effort.



Prof M D Mabunda
Chairperson of Council



Prof T V Mayekiso
Vice-Chancellor

FINANCIAL STATEMENTS

UNIVERSITY OF MPUMALANGA

(REGISTRATION NUMBER NATIONAL GAZETTE NO 36772
22 AUGUST 2013 VOL 57)

FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022



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
- Ms N Madliwa***
- Mr T G Mokoena
- Ms N Madlakane
- Mr SG Mahlalela*****
- Mr M Schormann*****
- Dr P Maduna****
- Mr M Khoza*****
- Ms N Ravele *****
- Prof M Kanyane
- Mr J Aling
- Prof T Nhlapo
- Prof T V Mayekiso
- Prof S Sommers
- Prof M Mbewe
- Prof P Lukhele-Olorunju
- Dr N Twaise*****
- Dr M Eggink
- Mr S Radebe*****
- Prof H Israel
- Mr T Ndebele
- Mr W Shabangu
- Prof T Ngqondi
- Mr B Madinawe
- Mr P Pilusi

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

Rakoma and Associates Inc.
Registered Auditors

INDEPENDENT AUDITOR'S REPORT TO THE COUNCIL AND THE MINISTER OF HIGHER EDUCATION, SCIENCE AND INNOVATION ON THE UNIVERSITY OF MPUMALANGA

Report on the audit of the financial statements

Opinion

We have audited the financial statements of the University of Mpumalanga ("the university") set out on pages 167 to 206, which comprise the statement of financial position as at 31 December 2022, the statement of comprehensive surplus or 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.

In our opinion, the financial statements present fairly, in all material respects, the financial position of the University of Mpumalanga as at 31 December 2022, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Higher Education Act and the Regulations for reporting by Public Higher Education Institutions, 2014, issued in terms of the Higher Education Act of South Africa, 1997 (Act no.101 of 1997) (HEA).

Basis for opinion

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

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

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

Other matter

We draw attention to the matter below. Our opinion is not modified in respect of this matter.

Unaudited supplementary schedules

The supplementary information set out on pages 207 to 208 does not form part of the financial statements and is presented as additional information. We have not audited these schedules and, accordingly, we do not express an opinion on them.

Responsibilities of the Council for the financial statements

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

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

CHAIRMAN OF THE BOARD: EM RAKOMA CA (SA) REGISTERED NAME: RAKOMA AND ASSOCIATES INCORPORATED COMPANY REGISTRATION: 2002/024847/21
A complete list of Directors and Partners is available upon request.

GAUTENG

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Auditor's responsibilities for the audit of the financial statements

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

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

Report on the audit of the annual performance report

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 against predetermined objectives for selected objectives presented in the annual performance report. The Council is responsible for the preparation of the annual performance report.

We selected the following objective presented in the annual performance report for the year ended 31 December 2022 for auditing. We selected an objective that measures the University's performance on its primary mandated functions and that is of significant national, community or public interest.

Objective	Page numbers	Goal
Teaching and learning	11 – 12 and 218 - 223	<ul style="list-style-type: none">• Develop a PQM and enrolment plan that is appropriate for a multi-campus comprehensive university and that is responsive to our context.• Develop and sustain capacity and ability of staff as educators.• Broaden access to UMP and support access with success.

We evaluated the reported performance information for the selected objective against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the university's planning and delivery on its mandate and objectives.

We performed procedures to test whether:

- the indicators used for planning and reporting on performance can be linked directly to the university's mandate and the achievement of its planned objectives.
- the indicators are well defined and verifiable to ensure that they are easy to understand and apply consistently and that we can confirm the methods and processes to be used for measuring achievements.
- the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated.
- the indicators and targets reported on in the annual performance report are the same as what was committed to in the approved initial or revised planning documents.
- the reported performance information is presented in the annual performance report in the prescribed manner.
- there are adequate supporting evidence for the achievements reported and for the reasons provided for any over- or underachievement of targets.



We performed the procedures for the purpose of reporting material findings only; and not to express an assurance opinion.

We did not identify any material findings on the reported performance information of the Teaching and learning objective.

Other matters

We draw attention to the matters below:

Achievement of planned targets

The annual performance report includes information on reported achievements against planned targets and provides explanations for over- and under achievements. This information should be considered in the context of the material findings on the reported performance information.

Material misstatements

We identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information Teaching and learning objective. Management subsequently corrected all the misstatements, and we did not include any material findings in this report.

Report on the audit of compliance with legislation

In accordance with the PAA and the general notice issued in terms thereof, we must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The council is responsible for the University's compliance with legislation.

We performed procedures to test compliance with selected requirements in key legislation in accordance with the findings engagement methodology of the Auditor-General of South Africa (AGSA). This engagement is not an assurance engagement. Accordingly, we do not express an assurance opinion or conclusion.

Through an established AGSA process, we selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the University, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report. We did not identify any material non-compliance with the selected legislative requirements.

Other information

The Council is responsible for the other information. The other information comprises the information included in the "2022 Annual Report". The other information does not include the financial statements, the auditor's report and those selected objectives presented in the annual performance report that have been specifically reported in this auditor's report.

Our opinion on the financial statements, the report on the audit of the annual performance report and the report on 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.

Our responsibility is to read the other information and, in doing so, consider whether it is materially inconsistent with the financial statements and the selected objectives presented in the annual performance report, or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.



Internal control deficiencies

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

Other reports

We draw attention to the following engagements conducted by various parties. These reports did not form part of our opinion on the financial statements or our findings on the reported performance information or compliance with legislation.

Audit related services and special audits

As requested by the University, an engagement will be conducted on the grant received and expenditure incurred specific to the grant allocation letter from the Department of Higher Education, Science and Innovation regarding the 2022 Capacity Development Grant. The report covered the period 1 April 2022 to 31 March 2023 and will be issued on 30 June 2023.

As requested by the University, an engagement will be conducted on the grant received and expenditure incurred specific to the grant allocation letter from the Department of Higher Education, Science and Innovation regarding the 2022 New Generation of Academics Grant. The report covered the period 1 April 2022 to 31 March 2023 and the report will be issued on 30 June 2023.

As requested by the University, an engagement will be conducted on the grant received and expenditure incurred specific to the grant allocation letter from the Department of Higher Education, Science and Innovation regarding the 2022 NESP. The report covered the period 1 April 2022 to 31 March 2023 and the report will be issued on 30 June 2023.

As requested by the University, an engagement will be conducted on the Higher Education Management Information System (HEMIS) data. The report covers the period 1 January 2022 to 31 December 2022 and will be issued by 31 July 2023.

Rakoma and Associates Inc.

Rakoma and Associates Inc

Per: Patience Moyo CA (SA)

Registered Auditor

Engagement partner

27 June 2023

Willow Wood Office Park Block D,
CNR, 3rd Ave &
Cedar Rd,
Johannesburg,
2021



ANNEXURE TO THE AUDITOR'S REPORT

The annexure includes the following:

- the auditor's responsibility for the audit
- the selected legislative requirements for compliance testing.

Auditor's responsibility for the audit

Professional judgement and professional scepticism

As part of an audit in accordance with the ISAs, we exercise professional judgement and maintain professional scepticism throughout our audit of the financial statements, and the procedures performed on the reported performance information for selected objectives and on the University's compliance with selected requirements in key legislation.

Financial statements

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

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

Communication with those charged with governance

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

We also provide the accounting authority with a statement that we have complied with relevant ethical requirements regarding independence and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence and, where applicable, actions to eliminate threats or safeguards applied.

**Compliance with legislation – selected legislative requirements**

The selected legislative requirements are as follows:

Legislation	Sections or regulations
Annual Financial Statements	RRPHEI 7(4)(b)(xii) HE Act 41(1)(b)
Asset management	HE Act 20(5) HE Act 40(3)(a)(i) HE Act 40(3)(a)(ii) HE Act 40(3)(a)(iii)
Strategic planning	RRPHEI 4(1) RRPHEI 4(2) RRPHEI 5(1) RRPHEI 5(2)(a) RRPHEI 5(2)(d) RRPHEI 5(2)(g) RRPHEI 5(2)(m) RRPHEI 6(2) RRPHEI 6(2)(d) RRPHEI 6(2) RRPHEI 6(3)

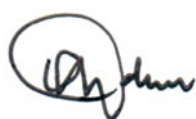
COUNCIL'S STATEMENT OF RESPONSIBILITY FOR THE ANNUAL FINANCIAL STATEMENTS

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 167 to 206, 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, Rakoma and Associates, 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 167 to 206 were approved by the members of Council on 24 June 2023 and are signed on its behalf by:



Mr SG Mahlalela
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 2022

		2022	2021
	Notes	R	R
ASSETS			
NON-CURRENT ASSETS			
		3,085,625,873	3,054,891,099
Property, plant and equipment	3	2,906,084,033	2,891,229,278
Intangible assets	4	3,246,502	4,258,327
Investments	5	176,295,338	159,403,494
CURRENT ASSETS			
		2,748,325,095	2,193,421,460
Inventory	6	796,492	651,747
Trade and other receivables	7	31,678,894	26,730,430
Deposits		382,210	382,210
Investments	8	2,679,923,224	2,124,216,627
Cash at bank and cash equivalents	9	35,544,275	41,440,446
TOTAL ASSETS		5,833,950,968	5,248,312,559
FUNDS AND LIABILITIES			
ACCUMULATED FUNDS			
		885,881,519	693,515,270
Reserves		844,445,361	659,906,337
Accumulated surplus		41,436,158	33,608,933
LIABILITIES			
NON-CURRENT LIABILITIES			
		4,554,037,567	3,992,861,990
Deferred income	10	2,431,782,237	2,360,313,128
Conditional grants	11	2,122,255,330	1,632,548,862
CURRENT LIABILITIES			
		394,031,882	561,935,299
Current portion of Deferred income	10	71,289,669	70,411,668
Current portion of Conditional grant	11	169,711,639	323,603,010
Trade and other payables	12	101,037,990	120,902,496
Provisions	13	51,992,584	47,018,125
TOTAL FUNDS AND LIABILITIES		5,833,950,968	5,248,312,559

UNIVERSITY OF MPUMALANGA
STATEMENT OF COMPREHENSIVE SURPLUS/(DEFICIT)
FOR THE YEAR ENDED 31 DECEMBER 2022

	NOTES	Educational and General Unrestricted 2022 R	Educational and Restricted 2022 R	Educational and General Sub- Total 2022 R	Student Residence 2022 R	Total 2022 R	Total 2021 R
REVENUE		945,538,193	-	945,538,193	21,296,687	966,834,880	764,820,639
Revenue from contracts with customers		286,326,825	-	286,326,825	21,296,687	307,623,512	215,470,201
Tuition, accommodation and other fees	15	267,874,250	-	267,874,250	21,296,687	289,170,937	207,463,045
Sales of goods and services		18,452,575	-	18,452,575	-	18,452,575	8,007,156
Other revenue		659,211,368	-	659,211,368	-	659,211,368	549,350,438
Government grants	14.1	498,080,446	-	498,080,446	-	498,080,446	470,602,187
Government grants - assets	14.2	161,130,922	-	161,130,922	-	161,130,922	78,705,838
Donations received		0	-	-	-	-	42,413
OTHER INCOME		60,116,103	-	60,116,103	-	60,116,103	45,942,494
Investment income	17.1	59,379,835	-	59,379,835	-	59,379,835	45,316,975
Rental income		736,268	-	736,268	-	736,268	615,713
Surplus from disposal of assets		-	-	-	-	-	9,806
TOTAL INCOME		1,005,654,296	-	1,005,654,296	21,296,687	1,026,950,982	810,763,133
EXPENDITURE		400,458,118	-	400,458,118	6,109,332	406,567,450	376,723,094
Cost of employment		157,437,495	-	157,437,495	-	157,437,495	144,374,097
Academic		243,020,623	-	243,020,623	6,109,332	249,129,955	232,348,997
Professional support		347,441,060	-	347,441,060	-	347,441,060	212,078,931
Other operating expenditure		80,057,624	-	80,057,624	-	80,057,624	79,906,640
Depreciation, amortisation and impairments	3.4	827,956,802	-	827,956,802	6,109,332	834,066,134	668,708,665
TOTAL EXPENDITURE		177,697,494	-	177,697,494	15,187,355	192,884,849	142,054,468
RECURRENT SURPLUS FOR THE YEAR		(518,600)	-	(518,600)	-	(518,600)	-
Fair value movement through other comprehensive income	17.2	177,178,894	-	177,178,894	15,187,355	192,366,249	142,054,467
TOTAL COMPREHENSIVE SURPLUS FOR THE YEAR							

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

	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	Fair Value movement through Other Comprehensive Income	Total Reserve	Accumulated Surplus	Accumulated Funds
	R	R	R	R	R	R	R	R	R	R	R	R
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
2021 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 as at 1 January 2022	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
2022 Allocation from Surplus to reserves per Council resolution	60,000,000	5,000,000	80,057,624	5,000,000	5,000,000	5,000,000	15,000,000	10,000,000	(518,600)	184,539,024	7,827,225	192,366,249
Fund Balances at 31 December 2022	185,000,000	48,000,000	291,564,837	40,000,000	76,000,000	68,000,000	71,399,124	65,000,000	(518,600)	844,445,361	41,436,158	885,881,519
See note	20	21	22	23	24	25	26	27				

UNIVERSITY OF MPUMALANGA
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2022

	Notes	2022 R	2021 R
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash generated from operations	28.1	7,554,497	109,917,337
Investment income	28.8	119,179,104	126,082,987
Net cash flows from operating activities		126,733,601	236,000,324
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment	28.2	(92,522,166)	(311,816,788)
Purchase of other intangible assets	28.3	(1,506,827)	(3,465,256)
COVID-19 conditional grant repaid		(34,404,000)	-
Proceeds from sale of assets	28.4	78,235	34,090
Increase in investments	28.5	(572,598,441)	(367,840,059)
Net cash flows utilised for investing activities		(700,953,200)	(683,088,013)
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase in Deferred income	28.6	-	-
Increase in Conditional grants	28.7	568,323,427	463,685,379
Net Cash flows from financing activities		568,323,427	463,685,379
Total cash movement for the year		(5,896,172)	16,597,690
Cash at bank at the beginning of the year		41,440,446	24,842,756
Total cash at bank at the end of the year	9	35,544,275	41,440,446

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. 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 is 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 trade and other receivables 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 LOA 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 was assessed as follows.

ASSETS

ITEM	USEFUL LIFE
Buildings	10 - 50 years
Educational Equipment	3 - 10 years
Establishment cost	3 - 10 years
Furniture and fixtures	5 - 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

ITEM	USEFUL LIFE	
software	1 - 5 years	Computer

3.3. FINANCIAL INSTRUMENTS

3.3.1. CLASSIFICATION AND MEASUREMENT

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

The University's financial instruments are subsequently measured at fair value or amortised costs. In terms of IFRS 9, 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.

3.3.2. FINANCIAL ASSETS

3.3.2.1. CLASSIFICATION

The university classifies its financial assets based on its business model for managing these assets and the contractual terms of the cash flows. IFRS 9 provides guidance to subsequently classify financial assets at fair value or amortised cost. The fair value measurement is either fair value other comprehensive income (OCI) or fair value profit or loss. The University holds investments that are measured in fair value and amortized costs.

3.3.2.2. MEASUREMENT AMORTISED COST

The University measures investments at amortised costs if both the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal & interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest rate method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

3.3.2.3. MEASUREMENT FAIR VALUE

At initial recognition, the university measures its financial assets at fair value. As the fair value measurement is at profit or loss, the transaction costs are expensed in surplus or deficit. The gains and losses are also recorded in profit or loss.

3.3.2.4. RECOGNITION AND DERECOGNITION

Regular purchases and sales of the financial assets are recognised on trade-date, which is the date the university commits to purchase or sells the asset. Financial assets are derecognised when the university's rights to receive cash flows from the investments have expired or the university has transferred substantially all risks and rewards of ownership.

3.3.2.5. FAIR VALUE DETERMINATION

The fair value of quoted investments is 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.

3.3.2.6. 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:

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

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

3.3.3. INVESTMENT MANDATES

The university confers its investment mandate to duly appointed Asset Managers who assume sole and absolute discretion subject to the restrictions imposed by law and the university's investment policy to manage the investment portfolios by

purchasing and selling investments as well as investing or reinvesting cash proceeds, dividends and interest accruing. Gains and losses arising from changes in fair value of investment financial assets are recognised in profit or loss as net changes in fair value of the investments.

3.3.4. 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.

3.3.5. 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.

3.3.6. 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.

3.3.7. 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.

3.3.8. 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 customer. Revenue is measured based on the consideration specified in a contract with a customer and excludes amounts collected on behalf of third parties. The University's revenue is earned mainly from the following:

3.8.1. Tuition fees.

3.8.2. Residence fees.

3.8.3. Sale of goods and services.

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 relate 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 assets 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 or sale are in progress.

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

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

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

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 2022

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	EFFECTIVE 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	No impact
IFRS 3, <i>Business Combinations</i>	Reference framework to the <i>Conceptual Framework</i> .	Amendment to existing standard	1 January 2022	No impact
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	No impact
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	No impact
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	No impact
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	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	AMENDMENTS TO EXISTING STANDARD	EFFECTIVE DATE: Years beginning on or after	EXPECTED IMPACT
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 2022

3. PROPERTY, PLANT AND EQUIPMENT

2022				
	Cost	Accumulated Depreciation	Accumulated Impairment	Carrying value
Land	26,318,830	-	-	26,318,830
Buildings	2,276,848,791	200,531,709	-	2,076,317,082
Educational equipment	42,100,015	11,292,544	-	30,807,471
Establishment cost	13,962,288	10,140,244	-	3,822,044
Furniture and fixtures	66,145,260	30,574,606	-	35,570,654
Machinery and equipment	49,735,681	12,077,066	-	37,658,615
IT equipment	117,104,972	83,917,097	-	33,187,875
Library source materials	7,198,095	7,198,095	-	-
Motor Vehicles	10,441,500	2,601,527	-	7,839,973
Infrastructure assets	363,275,264	33,473,216	-	329,802,048
Landscaping	37,530,125	9,903,022	-	27,627,103
Lighting	150,988,662	11,995,290	-	138,993,372
Roads	150,209,387	8,825,343	-	141,384,044
Stadium	24,547,090	2,749,561	-	21,797,529
Capital - Work in progress	324,759,441	-	-	324,759,441
TOTAL	3,297,890,137	391,806,104	-	2,906,084,033

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
TOTAL	3,205,647,160	314,417,882	-	2,891,229,278

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.

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2022

3. PROPERTY, PLANT AND EQUIPMENT

2022				
	Cost	Accumulated Depreciation	Accumulated Impairment	Carrying value
Land	26,318,830	-	-	26,318,830
Buildings	2,276,848,791	200,531,709	-	2,076,317,082
Educational equipment	42,100,015	11,292,544	-	30,807,471
Establishment cost	13,962,288	10,140,244	-	3,822,044
Furniture and fixtures	66,145,260	30,574,606	-	35,570,654
Machinery and equipment	49,735,681	12,077,066	-	37,658,615
IT equipment	117,104,972	83,917,097	-	33,187,875
Library source materials	7,198,095	7,198,095	-	-
Motor Vehicles	10,441,500	2,601,527	-	7,839,973
Infrastructure assets	363,275,264	33,473,216	-	329,802,048
Landscaping	37,530,125	9,903,022	-	27,627,103
Lighting	150,988,662	11,995,290	-	138,993,372
Roads	150,209,387	8,825,343	-	141,384,044
Stadium	24,547,090	2,749,561	-	21,797,529
Capital - Work in progress	324,759,441	-	-	324,759,441
TOTAL	3,297,890,137	391,806,104	-	2,906,084,033

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
TOTAL	3,205,647,160	314,417,882	-	2,891,229,278

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.

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2022

RECONCILIATION OF PROPERTY, PLANT AND EQUIPMENT - 2022

	Opening carrying value	Additions	Net Transfers/ Disposal	Depreciation/ Impairment	Total
Land	26,318,830	-	-	-	26,318,830
Buildings	2,002,497,006	117,980,182	-	44,160,106	2,076,317,082
Educational equipment	32,111,746	1,882,448	-	3,186,723	30,807,471
Establishment cost	5,211,993	-	-	1,389,950	3,822,044
Furniture and fixtures	35,923,026	3,411,684	-	3,764,056	35,570,654
Machinery and equipment	38,712,302	1,305,544	-	2,359,230	37,658,615
IT equipment	31,555,815	9,425,657	192,628	7,600,970	33,187,875
Library source materials	-	899,691	-	899,691	-
Motor Vehicles	7,687,587	667,590	-	515,205	7,839,972
Infrastructure assets	319,164,730	24,149,611	-	13,512,294	329,802,048
Landscaping	30,126,828	-	-	2,499,725	27,627,103
Lighting	127,407,095	16,615,383	-	5,029,106	138,993,372
Roads	138,853,022	7,534,228	-	5,003,206	141,384,044
Stadium	22,777,785	-	-	980,256	21,797,529
	2,499,183,036	159,722,408	192,628	77,388,225	2,581,324,591
Capital - Work in progress	392,046,243	170,832,812	238,119,614	-	324,759,441
	2,891,229,279	330,555,220	238,312,242	77,388,225	2,906,084,032

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	-	1,045,501	-
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
	2,656,999,762	589,023,738	277,308,397	77,485,825	2,891,229,278

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2022

4. INTANGIBLE ASSETS

		2022	
	Cost	Accumulated Amortisation	Carrying value
Computer software	13,274,180	10,027,678	3,246,502
		2021	
	Cost	Accumulated Amortisation	Carrying value
Computer software	11,767,353	7,509,026	4,258,327

RECONCILIATION OF INTANGIBLE ASSET - 2022

	Opening carrying value	Additions	Transfers / Disposal	Amortisation	Total
Computer software	4,258,327	1,506,827		2,518,652	3,246,502

RECONCILIATION OF INTANGIBLE ASSETS - 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

Fair Value hierarchy

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

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

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

Level 3: Unobservable inputs for the asset or liability.

Levels of fair value measurements

Non recurring fair value measurements

Assets

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

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2022

2022 R	2021 R
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The Land & Buildings and movable assets listed above were transferred from National Institute of Higher Education (NIHE) as per instruction by the Minister of Higher Education and Training dated 16 December 2014. The gazette no. 36772 of 22 August 2013 provides that the LCA land will be transferred into the ownership of UMP after it has been proclaimed and in accordance with the established land disposal processes of government. As per IAS 20.23, non-monetary grants, such as land or other resources, are usually accounted for at fair value and will therefore initially be measured at fair value. These assets were recognised on the date of transfer at fair value and depreciated over their estimated useful life. The values stated above is the carrying value of the assets at year end.

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

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

5. INVESTMENTS

5.1 Investments at Fair value

Balance at the Beginning of the year

Additions

Fair value movement through other comprehensive income

Balance at the end of the year

-	-
20,000,000	-
(518,600)	-
19,481,400	-

5.2 Investments at amortised cost

Balance at the Beginning of the year

Additions

Fair value movement through profit and loss

Balance at the end of the year

Total Investments

159,403,494	-
-	150,000,000
(2,589,556)	9,403,494
156,813,938	159,403,494
176,295,338	159,403,494

The Investment is presented as non-current asset unless management intends to dispose of the investment within twelve months of reporting period. See note 8, 9 and 30 below.

6. INVENTORY

Stock at year end

Write down of stock due to obsolescence

Inventroy

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

813,021	651,747
(16,529)	-
796,492	651,747

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2022

7. TRADE AND OTHER RECEIVABLES

	2022 R	2021 R
Student Debtors	12,876,307	14,371,898
Student Debtors	79,817,560	39,370,455
Less: provision for bad debts	(66,941,253)	(24,998,557)
Bursary's receivable	8,859,981	24,700,834
Less: provision for bad debts for Bursary receivable	(1,334,896)	(17,529,488)
Accrued income	608,844	608,844
Less: provision for bad debts for Income accrued	(608,844)	(608,844)
Prepaid expenses	1,729,812	168,625
Other accounts receivables	10,138,759	5,273,424
Less: provision for other accounts receivables	(591,069)	(254,863)
Trade and other receivables	31,678,894	26,730,430

Ageing of Trade and other receivables

Student Debtors	12,876,307	14,371,898
120 + days	79,817,560	39,370,455
90 Days	-	-
60 days	-	-
30 Days	-	-
Current	-	-
Less: provision for bad debts	(66,941,253)	(24,998,557)
Bursary receivable	7,525,085	7,171,346
120 + days	8,859,981	24,700,834
Less: provision for bad debts	(1,334,896)	(17,529,488)
Prepaid expenses	1,729,812	168,625
Other	9,547,690	5,018,561
120 + days	10,138,759	5,273,424
Less: provision for bad debts	(591,069)	(254,863)
Total	31,678,894	26,730,430

Other accounts receivables, in the main comprise of amounts due by Intellimali R1.326m (2021 - R1.344m)

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	43,391,752	37,785,264
Impairment provision raised	26,084,311	5,606,488
Impairment utilised	-	-
Balance 31 December	69,476,063	43,391,752

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

Student receivables impairment allowance	66,941,253	24,998,557
Bursary receivables impairment allowance	1,334,896	17,529,488
Other receivables impairment allowance	1,199,914	863,707
	69,476,063	43,391,752

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.

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2022

8. INVESTMENTS

8.1 At Amortised cost

	2022 R	2021 R
Balance at the beginning of the year	2,124,216,627	1,915,780,062
Additions	1,262,000,000	700,000,000
Withdrawals	(826,000,000)	(599,000,000)
Fair value movement through profit and loss	50,805,746	26,670,552
Fair value movement capitalised	68,900,851	80,766,013
Investments Balance at the end of the year	2,679,923,224	2,124,216,627

As of 1 January 2021, Short Term Investments in financial assets previously recorded as Cash and Cash Equivalents are classified separately as current assets. The Investment is presented as current asset unless management intends to dispose of the investment after twelve months of the reporting period. Currently the Short Term Investments are available to be converted to cash within seventy two hours with no penalties for withdrawals. See note 5 above and note 9 and 30 below.

9. CASH AT BANK AND CASH EQUIVALENTS

Cash on hand	2,138	8,414
Balances with banks	35,542,137	41,432,032
Cash at banks and cash on hand	35,544,275	41,440,446

Cash flows are performed monthly and all surplus cash equivalents are allocated for investment.

As of 1 January 2021, Investments in financial assets previously recorded as Cash and Cash Equivalents are classified separately as non-current and current assets as Investments and Short Term Investments. See note 5 and 8 above and 30 below.

10. DEFERRED INCOME

10.1 DHET Infrastructure	1,942,823,667	1,859,977,237
Balance at the beginning of the year	1,915,216,672	1,702,246,659
Assets capitalised during the year	141,859,409	268,209,448
Less: current depreciation transferred to income	(57,126,207)	(55,239,435)
Less: Current portion transferred to current liabilities	(57,126,207)	(55,239,435)

10.2 Assets transferred from Lowveld College of Agriculture (LCA)	62,521,241	64,287,625
Balance at the beginning of the year	66,127,115	67,966,607
Less: current depreciation transferred to income	(1,802,937)	(1,839,491)
Less: Current portion transferred to current liabilities	(1,802,937)	(1,839,491)

10.3 Assets transferred from National Institute of Higher Education (NIHE)	84,593,157	86,573,444
Balance at the beginning of the year	88,830,891	91,088,338
Less: current depreciation transferred to income	(2,118,867)	(2,257,447)
Less: Current portion transferred to current liabilities	(2,118,867)	(2,257,447)

10.4 Assets transferred from New Universities Project Management Team (NUPMT)	319,110,543	327,072,887
Balance at the beginning of the year	337,095,151	347,117,417
Less: current depreciation transferred to income	(8,992,304)	(10,022,265)
Less: Current portion transferred to current liabilities	(8,992,304)	(10,022,265)

10.5 Lotto funding for sports facilities	21,364,695	22,401,935
Balance at the beginning of the year	23,454,965	24,507,995
Less: current depreciation transferred to income	(1,045,135)	(1,053,030)
Less: Current portion transferred to current liabilities	(1,045,135)	(1,053,030)

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2022

	2022 R	2021 R
10.6 Deferred income - other grants	1,368,934	-
Balance at the beginning of the year	-	-
Assets capitalised during the year	1,777,372	-
Less: current depreciation transferred to income	(204,219)	-
Less: Current portion transferred to current liabilities	(204,219)	-
Total Deferred income	2,431,782,237	2,360,313,128
Total Current Deferred income transferred to Current Liabilities	71,289,669	70,411,668

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.

10.1 The DHET provided the UMP with a grant to construct infrastructure from the 1 April 2016. Assets with the value of R141.859m (2021 - R268.209m) 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 R57.126m (2021 - R55.239m) and recognised as income during the year.

10.2 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 R1.803m (2021 R1.840m) was recognised as income during the year.

10.3 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 R2.119m (2021 - R2.257m) was recognised as income during the year.

10.4 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 R8.992m (2021 - R10.022m) was recognised as income during the year.

10.5 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 R27m was received in 2020 and the cost of the development of the sport facilities capitalised was R25.525m. An amount of R1.045m (2021 - R1.053m) was depreciated during the year. See note 8.4 below.

10.6 Deferred income - other are designated funds for the construction of assets to the value of R1.843m(2021 - RNil). An amount of R0.204m (2021 - RNil) was depreciated during the year.

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2022

	2022 R	2021 R
11. CONDITIONAL GRANTS		
11.1 DHET Infrastructure Grant	2,117,224,281	1,627,517,813
Balance at the beginning of the year	1,627,517,813	1,448,093,430
Grants received during the year	531,000,000	455,928,000
Capitalised interest transferred to DHET infrastructure grant per Minister letter dated 31 October 2022	190,403,010	-
Assets capitalised during the year	(141,859,406)	(268,209,448)
Bulk infrastructure transferred to local municipality	(85,765,221)	-
Amounts expensed during the year	(4,071,915)	(8,294,169)
11.2 NIHE Siyabuswa grant	5,031,049	5,031,049
11.3 Capitalised interest on unspent grants	-	-
Balance at the beginning of the year	204,339,332	128,031,005
Interest capitalised during the year	65,192,266	76,308,327
Transferred to DHET Infrastructure grant as per Minister letter 31 October 2022	(190,403,010)	-
Less: Current portion transferred to current liabilities	(79,128,588)	(204,339,332)
11.4 Other Grants	-	-
Balance at the beginning of the year	19,035,624	21,113,692
Adjusted for amount reclassified to income	-	(542,879)
Grants received during the year	20,742,089	14,231,511
Interest capitalised	867,800	173,361
Expenses	(19,300,075)	(16,025,061)
transfers from / to other balances	-	85,000
Less: Current portion transferred to current liabilities	(21,345,438)	(19,035,624)
11.5 University Capacity Development Grant (UCDP)	-	-
Balance at the beginning of the year	18,985,143	21,720,021
Add: Grant received during the year	6,142,818	1,037,589
Add: Interest capitalised	1,041,220	675,721
Less: Expenses paid during the year	(3,089,587)	(4,448,188)
Less: Current portion transferred to current liabilities	(23,079,594)	(18,985,143)
11.6 new Generation of Academic (nGAP) Project Grant	-	-
Balance at the beginning of the year	30,442,189	34,595,251
Interest capitalised	1,731,372	1,365,739
Grant received during the year	10,438,516	3,303,284
Less: Expenses paid during the year	(10,945,565)	(8,822,085)
Less: Current portion transferred to current liabilities	(31,666,512)	(30,442,189)
11.7 COVID-19 Grant	-	-
Reprioritised funds from Capitalised interest to COVID-19 as per Minister letter	50,800,722	53,899,837
Grant repaid during the year	(34,404,000)	-
Interest capitalised	-	2,242,865
Reprioritised funds from Capitalised interest to COVID-19 as per Minister letter	-	-
Less: Expenses paid during the year	(1,905,215)	(5,341,980)
Less: Current portion transferred to current liabilities	(14,491,507)	(50,800,722)
Total Conditional Grant	2,122,255,330	1,632,548,862
Total Current Conditional Grant transferred to Current Liabilities	169,711,639	323,603,010

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2022

	2022 R	2021 R
11.1 DHET Infrastructure Grant		
<p>The DHET provided the UMP with an Infrastructure Grant to construct the infrastructure of the University. An amount of R531.000m (2021 - R455.928m) was received during the year. Assets to the value of R141.859m (2021 - R268.209m) was capitalised during the year, R85.765m (2021 - RNilm) was transferred to the Local municipality as our Bulk Contribution, and R4.072m (2021 - R8.294m) was for expenses incurred during the year.</p> <p>An Amount of R190.403m (2021 - RNilm) was transferred from the capitalised interest to the DHET Infrastructure Grant as per the letter from the minister dated 31 October 2022. See note 11.3</p>		
11.2 NIHE Siyabuswa grant		
<p>A DHET grant received was ring fenced for infrastructure development at the Siyabuswa campus. An amount of R5.m (2021 - R5m) remains unspent at the end of the year.</p>		
11.3 Capitalised interest on unspent grants		
<p>Interest on unspent DHET New Infrastructure grants are capitalised and can be utilised by the University if prior approval is obtained from the Minister. Interest of R65.191m (2021 R76.308m) was capitalised during the year. An amount of R190.403m was transferred to the New infrastructure projects as per the Ministers letter dated 31 October 2022. See note 11.1</p>		
11.4 Other grants		
<p>Other grants includes, in the main, an amount of R1.475m (2021- R1.475m) from the National Lotteries Commission for the construction of sport facilities, R.693m (2021 - R4.668m) from the National Research Fund, R2.858m (2021 - R2.558m) for the DHET fee increase, R.725m (2021 - R4.487m) for Research, R5.368m (2021 - R3.187m) for Nemisa, R.293m (2021 - R.9933m), Oak Foundation R.335m (2021 - R0.994m), R1.357m (2021 - RNilm) for SEDA CFERI and R2.258m (2021 - RNilm) for Presidential Employment Stimuli.</p>		
11.5 The University Capacity Development grant		
<p>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.</p>		
11.6 The New Generation of Academics grant		
<p>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.</p>		
11.7 COVID-19 grant		
<p>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 R50.778m and a transfer of R3.879m from University Capacity Development Programme funds in 2020 as per the letter from the Minister. The Grant was terminated during 2022. An amount of R34.404m was repaid to DHET during the year.</p>		

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2022

12. TRADE AND OTHER PAYABLES

	2022 R	2021 R
Trade payables	24,679,775	41,509,202
Prepayments	66,795,748	54,724,338
Accruals	2,420,749	1,613,440
Retention creditors	7,141,718	23,055,516
Trade and other payables	101,037,990	120,902,496

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

13. PROVISION

Opening balance	47,018,125	36,901,159
Utilised	(17,936,973)	(36,869,839)
Additions	22,911,432	46,986,805
Closing balance of Provisions	51,992,584	47,018,125

The provision is made up of staff bonuses of R19.990m (2021 - R18.040m), leave provision of R31.334m (2021 - R28.947m) and Afri-guard of R0.669m (2021 - RNil).

14. GOVERNMENT GRANTS

14.1 Government grant - subsidy	498,080,446	470,602,187
- Earmarked grant from DHET for Educational and general - unrestricted	462,840,000	446,317,000
- COVID-19	1,905,215	5,341,980
- HEAIDS	-	35,559
- Mukwevho CBC	25,606	19,149
- NEMISA	1,070,417	810,210
- nGAP grant	10,945,565	8,822,085
- NRF grant	13,017,093	2,513,560
- University Capacity Development Grant	3,089,588	4,300,299
- WRC	1,293,973	933,530
- Nkomazi	-	22,397
- Elephant Project	693,119	20,000
- Oak Foundation	1,328,554	379,698
- TSEF	133,180	-
- SEDA (UMP CFERI)	1,738,136	-
- Inkomati U	-	1,086,719
14.2 Government grant - assets	161,130,922	78,705,838
- Deferred income relating to depreciation	71,293,786	70,411,668
- Amount expensed from DHET Infrastructure grant	4,071,915	8,294,170
- Bulk infrastructure contribution	85,765,221	-
	659,211,368	549,308,025

14.1 The government grant - earmarked grant received for operational expenses from the DHET and other conditional grants

14.2 The government grant - assets, comprises of the recognition of the depreciation of donated assets, expenses and the bulk infrastructure contribution to the local municipality.

15. INCOME FROM STUDENTS

Application fees	3,953,586	1,905,908
Residence fees	21,296,687	18,634,702
Tuition fees	263,920,664	186,922,435
Income from Students	289,170,937	207,463,045

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2022

16. DONATIONS RECEIVED

Donations Received - private

An amount of RNil (2021- R0.042m)) was received as a donation from the public at large during the year.

2022 R	2021 R
-	42,413

17. INVESTMENT INCOME

17.1 Fair value movement through the profit and loss

Total Investments income

Dividend - Foreign

Dividend - Local

Interest received - Foreign

Interest received - Local

Market adjustment

REIT - Local

Less: Capitalised interest transferred to Conditional Grants

Less: Annual fee

Fair value movement through the profit and loss

128,280,686	126,082,988
102,463	196,315
1,144,529	1,290,721
2,680,694	870,562
129,547,593	98,507,295
(7,716,946)	23,781,661
2,522,353	1,436,433
(68,900,851)	(80,766,013)
59,379,835	45,316,975
(8,582,981)	(6,605,190)
50,796,854	38,711,785
(518,600)	-

17.2 Fair value movement through Other Comprehensive Income

18. 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

1,683,403	1,387,480
791,825	714,955
891,578	672,525
879,622	985,816
7,516,111	7,246,898
80,057,624	79,906,640
406,567,450	376,723,094
2,594,268	3,018,536
6,498,806	1,831,181
30,596,715	43,213,039
1,024,925	618,095
593,215	317,606
533,474	572,416
1,871,554	19,185
5,788,524	3,674,591

19. 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).

20. GENERAL RESERVE FUND

Balance at the beginning of the year

Amount provided for (utilised) during the year

185,000,000	125,000,000
125,000,000	95,000,000
60,000,000	30,000,000

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 R60m (2021 - R30m) 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 2022

	2022 R	2021 R
21. SCHOLARSHIP, BURSARIES AND AWARDS FUND	48,000,000	43,000,000
Balance at the beginning of the year	43,000,000	38,000,000
Amount provided for (utilised) provided during the year	5,000,000	5,000,000

This is an undesignated, unrestricted use fund under the control of the Council. The purpose of this fund is to finance scholarship, bursaries and awards of UMP students. Funds to the value of R5m (2021 - R5m) was provided for during the year in terms of a Council resolution.

22. REPLACEMENT FUND FOR PLANT AND EQUIPMENT	291,564,837	211,507,213
Balance at the beginning of the year	211,507,213	137,301,058
Amount provided for during the year	80,057,624	74,206,155

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 R80.058m (2021 - R74.206m) was provided for during the year in terms of a Council resolution.

23. INVESTMENT EQUALISATION AND ACADEMIC STRATEGIC INITIATIVES FUND	40,000,000	35,000,000
Balance at the beginning of the year	35,000,000	30,000,000
Amount provided for during the year	5,000,000	5,000,000

This is an undesignated, unrestricted use fund under the control of the Council. The purpose of this fund is to 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 (2021 - R5m) was provided for during the year in terms of a Council resolution.

24. RESEARCH STRATEGIC INITIATIVES FUND	76,000,000	71,000,000
Balance at the beginning of the year	71,000,000	66,000,000
Amount provided for during the year	5,000,000	5,000,000

This is an undesignated, unrestricted use fund under the control of the Council. The purpose of this fund is to 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 (2021 - R5m) was provided for during the year in terms of a Council resolution.

25. INSTITUTIONAL CONTINGENCY FUND	68,000,000	63,000,000
Balance at the beginning of the year	63,000,000	58,000,000
Amount provided for during the year	5,000,000	5,000,000

This is an undesignated, unrestricted use fund under the control of the Council. The purpose of this fund is to ensure sufficient 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 (2021 - R5m) 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 2022

26. INSTITUTIONAL MAINTENANCE FUND

Balance at the beginning of the year
Amount provided for during the year

2022 R	2021 R
71,399,124	56,399,124
56,399,124	53,358,800
15,000,000	3,040,324

This is an undesignated, unrestricted use fund under the control of the Council. The purpose of this fund is to ensure sufficient funding to finance the future costs associated with the approved Institutional Maintenance Plan; and ensure sufficient institutional resourced to fund unforeseen and urgent maintenance costs. Funds to the value of R15m (2021 - R3.040m) was provided for during the year in terms of a Council resolution.

27. ACADEMIC SUPPORT FUND

Balance at the beginning of the year
Amount provided for during the year

2022 R	2021 R
65,000,000	55,000,000
55,000,000	45,000,000
10,000,000	10,000,000

This is an undesignated, unrestricted use fund under the control of the Council. The purpose of this fund is to ensure sufficient funding to finance and ensure that sufficient resources are available to the support of the Academic project of UMP. Funds to the value of R10m (2021 - R10m) was provided for during the year in terms of a Council resolution.

28. STATEMENT OF CASH FLOW NOTES

28.1 Cash generated from operations

Surplus for the year	192,884,849	142,054,467
Government grants - assets	(161,130,922)	(70,411,668)
Depreciation, amortisation and impairment	80,057,624	79,906,640
Investment income	(59,379,835)	(45,316,974)
Conditional grant released to income related to expenses	(35,240,446)	(24,285,187)
Fair value movement through comprehensive income	(518,600)	-
Investor annual fee	8,582,981	6,605,190
Infrastructure income released relating to expenses	2,231,907	(14,899,359)
Loss on decommissioning of assets	50,194	42,908
Surplus on sale of assets	-	(9,806)
Movement in provisions	4,974,459	10,116,965
Changes in working capital		
Trade and other receivables	(4,948,464)	9,070,795
Trade and other payables	(19,864,506)	17,695,113
Inventories	(144,745)	(651,747)
	7,554,497	109,917,337

28.2 Purchase of Property, Plant and Equipment

Cost at the end of the year	3,297,890,137	3,205,647,160
Less: cost at the beginning of the year	(3,205,647,160)	(2,893,931,822)
Movement of assets during the year	92,242,977	311,715,338
Add: Disposal / decommissioned during the year	279,189	101,450
Purchase of Property, Plant and Equipment	92,522,166	311,816,788

28.3 Purchase of intangible assets

Cost at the end of the year	13,274,180	11,767,353
Less: cost at the beginning of the year	(11,767,353)	(8,455,712)
Add: Disposal / decommissioned during the year	-	153,615
Purchase of intangible assets	1,506,827	3,465,256

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2022

	2022	2021
	R	R
28.4 Proceeds from sale of assets		
Net book value of assets written off	128,429	67,193
Profit on sale of assets	-	9,805
(Loss) on sale of asset	(50,194)	(42,908)
Proceeds from sale of assets	78,235	34,090
28.5 Increase in Investments		
Closing balance at the end of the year	2,856,218,562	2,283,620,121
Investments	176,295,338	159,403,494
Short Term Investments	2,679,923,224	2,124,216,627
Opening balance at the beginning of the year	2,283,620,121	1,915,780,062
Investments	2,124,216,627	-
Short Term Investments	159,403,494	1,915,780,062
Increase in Investments	572,598,441	367,840,059
28.6 Increase in Deferred Income		
Closing balance at the end of the year	2,503,071,906	2,430,724,796
Less: Assets capitalised/donated by government treated as deferred income	(143,636,781)	(268,209,448)
Add: Expenditure transferred to income	-	-
Add: Depreciation allocated to Deferred income	71,289,670	70,411,670
Less: Opening balance at the beginning of the year	(2,430,724,796)	(2,232,927,018)
Increase in Deferred Income	-	-
28.7 Increase in Conditional grants		
Closing balance at the end of the year	2,291,966,969	1,956,151,871
Add: Assets capitalised transferred to deferred income	141,859,409	268,209,448
Amounts repaid to DHET - COVID-19	34,404,000	-
Bulk infrastructure transferred to local municipality	85,765,221	-
Less: Interest capitalised	(68,832,658)	(80,766,013)
Add: Expenditure transferred to income	39,312,357	32,116,480
Add: Transfer from / to other balances	-	457,879
Less: Opening balance at the beginning of the year	(1,956,151,871)	(1,712,484,286)
Increase in Conditional grants	568,323,427	463,685,379
28.8 Investment income		
Investment income per statement of performance	59,379,835	45,316,974
Fair value movement through Other Comprehensive Income	(518,600)	-
Investors annual fee	(8,582,981)	(6,605,190)
Add: Interest received and capitalised during the year	68,900,851	80,766,013
DHET unspent infrastructure grant	65,192,266	76,308,327
Other grants	935,993	173,361
University capacity development grant	1,041,220	675,721
New Generation of Academics grant	1,731,372	1,365,739
COVID-19 grant	-	2,242,865
Investment income	119,179,104	119,477,798
29. COMMITMENTS		
Capital Contracted Commitments		
29.1 Committed but not yet contracted	623,101,773	349,320,009
29.2 Committed and contracted	224,297,870	1,234,727,452
29.3 Uncommitted	938,128,367	683,115,322
Commitments	1,785,528,010	2,267,162,783

Projects to the value of R623.102m (2021- R349.320m) were committed but not contracted, R224.298m (2021 - R1 234.727m) were contracted for and R938.128m (2021 - R683.115m) remain uncommitted at year end. Work-in-progress at the end of year was R324.759m (2021 - R392.222m).

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2022

2022
R

2021
R

30. RECLASSIFICATION

Whilst preparing the Annual Financial Statements for the 31 December 2022, management reclassified certain Cash and Cash Equivalents to Investments and Short Term Investments from 1 January 2021. See note 5,8 and 9.

2022
R

2022
R

2022
R

2021
R

31. EXECUTIVE MANAGEMENT AND COUNCIL MEMBERS' REMUNERATION
EXECUTIVE

	Salary	Expense Allowance	Total	Total
Prof TV Mayekiso	5,003,028	41,974	5,045,002	4,736,512
Prof S Sommers (resigned 31 December 2022)	3,148,015	24,563	3,172,578	2,818,598
Mr KD Pather	3,100,256	18,392	3,118,648	2,919,574
Mr JSM Legodi	2,477,266	18,392	2,495,658	2,301,709
Dr PM Maminza	1,919,865	16,679	1,936,544	1,817,824
Dr L Govender	2,150,341	18,392	2,168,733	2,017,332
	<u>17,798,771</u>	<u>138,392</u>	<u>17,937,163</u>	<u>16,611,549</u>

NON-EXECUTIVE COUNCIL MEMBERS

	Honorarium	Expense Allowance	Total	Total
Dr DM Mabunda (Chairperson)	110,628	41,974	152,602	82,504
Ms C Mabuza (Deputy Chairperson) (resigned 28 March 2022)	6,978	3,432	10,410	51,296
Mr GP Els (end of term 27 March 2021)	-	-	-	4,788
Ms C Ledwaba	44,624	3,432	48,056	64,057
Mr TG Mokoena	66,958	5,148	72,106	62,679
Prof RTG Nhlapho	33,479	5,148	38,627	28,500
Prof SS Ripinga (end of term 15 August 2022)	20,223	3,432	23,655	30,589
Mr JN Aling	50,288	10,454	60,742	56,470
Mr OM Galane (resigned 16 January 2022)	-	1,716	1,716	66,146
Mr MMC Khoza	22,312	3,432	25,744	18,733
Mr MD Nkosi (end of term 31 Dec 2021)	-	-	-	24,311
Prof. M Kanyane	56,491	5,148	61,639	54,990
Ms. N Ravele	80,236	5,148	85,384	72,435
Ms N.Z.N Madlakana	30,679	12,170	42,849	41,835
Ms L Ngcwabe (appointed 25 March 2021)	8,367	-	8,367	5,578
Mr TR Tshabalala (appointed 1 July 2021)	22,312	-	22,312	13,945
Mr P Ganesan (appointed 1 July 2021)	22,312	-	22,312	11,156
Mrs MZ Lushaba (appointed 30 September 2021)	13,945	-	13,945	2,789
Mr T Ndebele (appointed 1 November 2021)	52,991	6,740	59,731	5,578
Dr PH Maduna (appointed 1 April 2022)	19,523	3,861	23,384	-
Mrs NP Madliwa (appointed 1 April 2022)	27,890	3,861	31,751	-
Mr M Schormann (appointed 24 June 2022)	8,367	2,574	10,941	-
Mr SG Mahlalela (appointed 1 October 2022)	8,367	1,287	9,654	-
	<u>706,970</u>	<u>118,957</u>	<u>825,927</u>	<u>698,379</u>

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2022

2022
R

2021
R

32. 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 10 and 11.

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.

Related party transactions

Government grants from the DHET	498,080,446	470,602,187
Government grants from the DHET - assets	71,293,786	70,411,668
Conditional grant received from the DHET - Infrastructure	721,403,010	455,928,000
Funza Lushaka bursaries received for qualifying students	2,400,326	26,381,970
NSFAS bursaries received for qualifying students	223,508,030	337,886,024
	<u>1,516,685,598</u>	<u>1,361,209,849</u>
Related party balances		
Deferred income from DHET	1,942,823,667	1,859,977,237
Current portion of Deferred income	57,126,207	55,239,435
Conditional grants	2,117,224,281	1,627,517,813
NSFAS (Credit) balance	(9,086,101)	(49,439,365)
Funza Lushaka (Credit) Debit balance	26,737	(70,776)
	<u>4,108,114,791</u>	<u>3,493,224,344</u>

33. RISK MANAGEMENT

Capital risk management

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

The capital structure of the UMP consists of cash and cash equivalents disclosed in note 9 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 University 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.

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2022

2022
R

2021
R

Liquidity risk

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

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

The below analyses the university's non-derivative financial liabilities 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

101,037,990

120,902,496

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 2022, 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 R10.904m (2021- R10.668m) higher/lower.

Credit risk

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

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

Trade and other

31,678,894

26,730,430

Deposits

382,210

382,210

Cash at bank and

-

-

32,061,104

27,112,640

34. 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, 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 2022 are 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.

35. 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 2022 as follows:

35.1. 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 2022. There was 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 89% of the students were funded during 2022. 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.

35.2. Revenue recognition

Covid-19 had 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 2022 Financial years Revenue Recognition.

35.3. 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 2022.

35.4. Debt restructuring

The university does not rely on debt financing to fund its activities.

35.5. Reimbursements of insurance claims

The university has adequate insurance cover for its assets as well as its personnel. As at 31 December 2022, there has been no claim lodged arising from Covid -19 related events.

UNIVERSITY OF MPUMALANGA
NOTES TO THE FINANCIAL STATEMENTS (Cont.)
FOR THE YEAR ENDED 31 DECEMBER 2022

	2022 R	2021 R
Financial impact		
Total capital and operational budget for COVID-19	<u>54,656,478</u>	<u>54,656,478</u>
University ring fenced funds reprioritised to fund this expenditure		
Capitalised interest of DHET infrastructure funds	50,777,772	50,777,772
Grants received during the year from DHET	1,526,000	1,526,000
Interest capitalised	8,861,066	8,861,066
University Capacity Development Grant	3,878,706	3,878,706
Less: refunded to DHET	(34,404,000)	-
Total COVID-19 fund	<u>30,639,544</u>	<u>65,043,544</u>

36. CONTINGENT LIABILITIES

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

36.1. Attorney legal matter

An Attorney 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. The High court had ruled that a cost consultant review to determine the amount of the work done. The Cost Consultant determined on the 24 March 2023 to award the plaintiff R880 650 as full and final settlement, which claim was settled by UMP. The Plaintiff has the matter on review.

36.2. Claim for damages by student

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, a 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. The University has filed its plea and served notices that the plaintiff undergo medical assessments by experts to quantify its claim. A reliable estimate of the claim amount has not yet been made as the nature and extent of the injuries to the student have not as yet been independently verified.

36.3 Claim by a Supplier

An application was brought by a supplier to compel the University to comply with an adjudication order for R2 004 542. The University is disputing the compensating events and argued the matter in court on the 11 August 2022. Judgement has been reserved and still pending.

UNIVERSITY OF MPUMALANGA

**DETAILED INCOME STATEMENT (Unaudited Supplementary Schedules)
FOR THE YEAR ENDED 31 DECEMBER 2022**

	Notes	2022 R	2021 R
INCOME FROM STUDENTS	15	289,170,937	207,463,045
Application fees		3,953,586	1,905,908
Residence fees		21,296,687	18,634,702
Tuition fees		263,920,664	186,922,435
OTHER INCOME		737,780,046	603,300,087
Government grants - subsidy	14.1	498,080,446	470,602,187
Government grants - assets	14.2	161,130,922	78,705,838
Donations received	16	-	42,413
Investment income	17	59,379,835	45,316,975
Rental income - staff housing		736,268	615,713
Sales of goods and other services		18,452,575	8,007,156
Surplus on sale of assets		-	9,806
TOTAL INCOME		1,026,950,983	810,763,132
OPERATING EXPENSES (Refer to page 34)		834,066,134	668,708,666
SURPLUS FOR THE YEAR	18	192,884,849	142,054,466

	2022 R	2021 R
OPERATING EXPENSES	834,066,134	668,708,666
Advertising and marketing	7,516,111	7,246,898
Auditors remunerations - external	1,683,403	1,387,480
Auditors remunerations - internal	879,622	985,816
Bank charges	419,829	437,428
Bulk Infrastructure contribution	85,765,221	-
Catering and refreshment expenses	9,882,876	5,858,204
Cleaning	3,709,212	3,115,085
Conferences and workshops	2,347,554	1,877,583
Conditional grant expenses	35,240,447	24,285,187
Depreciation, amortisation and impairments	80,057,624	79,906,640
Employee costs	406,567,450	376,723,094
Forensic auditors	-	198,375
Fines and penalties	-	72,586
Information Communication and Technology cost	13,589,551	11,554,664
Insurance	2,594,268	3,018,536
Investors annual fee	8,582,981	6,605,190
Legal fees	14,265,280	7,950,163
Loss on decommissioning of assets	50,194	42,908
Motor vehicle expenses	6,498,806	1,831,181
Municipal services	30,596,715	43,213,039
New infrastructure expenses	4,071,915	-
Office supplies	303,266	888,421
Other expenses	147,004	-
Printing and stationery	2,848,842	1,659,655
Professional services	7,857,340	5,849,070
Provision for bad debts	26,084,311	5,606,488
Programme costs	6,581,661	3,261,333
Recruitment costs	1,024,925	618,095
Rental of buildings	-	16,949
Rental of equipment	889,233	1,130,312
Repairs and maintenance	15,216,766	16,541,481
Research cost	82,703	-
Residence expenses	593,215	317,606
Security and safety	22,137,343	24,075,354
Service fees	1,114,996	1,791,138
Small equipment	533,474	572,416
Staff development	263,750	1,112,325
Student accounts write-off	-	-
Student support services	22,278,052	24,470,197
Subscriptions	4,130,116	793,991
Travel and accommodation - international	1,871,554	19,185
Travel and accommodation - local	5,788,524	3,674,591

ANNEXURE 1

LIST OF POLICIES APPROVED BY COUNCIL IN 2022

1. CATERING MANAGEMENT POLICY
2. ICT SECURITY POLICY
3. FILE SHARING AND TRANSFER POLICY
4. QUALITY ASSURANCE AND ENHANCEMENT POLICY
5. STUDENT ACCOUNTS RECEIVABLE WRITE-OFF POLICY
6. POLICY ON COSTING AND PRICING OF RESEARCH GRANTS AND CONTRACTS – FULL COST POLICY
7. POLICY ON INDIRECT COST RECOVERY RATE RELATED TO THIRD STREAM INCOME AT THE UNIVERSITY OF MPUMALANGA.
8. PERSONAL PROMOTIONS POLICY (REVISED)
9. RISK MANAGEMENT POLICY (REVISED)
10. POLICY ON THE PROMOTION OF ACADEMIC INTEGRITY (REVISED)
11. POLICY ON STUDY BENEFITS (REVISED)
12. POLICY ON PROMOTION, DEVELOPMENT AND RECOGNITION OF EXCELLENCE (PDRE) FOR STAFF AT POST LEVELS 5 – 18 (REVISED)
13. POLICY ON PROMOTION, DEVELOPMENT AND RECOGNITION OF EXCELLENCE (PDRE) FOR STAFF AT POST LEVELS 1- 4 (REVISED)

ANNEXURE 2

ANNUAL PERFORMANCE PLAN 2022



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.	Achieved The implementation of the Multi-Campus Management Committee was monitored during the meetings of the Siyabuswa Campus Management Committee on 25 March, 29 June, 29 August and 25 November 2022.	Nil
1.2 Develop an effective framework for ethical and sound governance and management at UMP.	30 November	Two workshops on leadership and management for EMANCO.	Achieved Two workshops for EMANCO on leadership and management were held on 16 and 29 November 2022.	Nil
1.3 Establish systems and processes to ensure regulatory compliance and risk management at all institutional levels.	31 December	Update the Audit, Risk and IT Governance Matrix quarterly.	Achieved The Audit, Risk and IT Governance Matrix was updated quarterly and submitted to ARIGC on 08 March, 02 June, 08 September and 10 November 2022.	Nil
	31 December	Align institutional structures and processes with the UMP Statute.	Achieved Institutional structures, such as Council, Senate, SRC and Institutional Forum, were aligned with the UMP Statute.	Nil

	30 September	Institutional Risk Register review.	Achieved The Institutional Risk Register was reviewed on 30 September 2022.	Nil
	Quarterly	Risk Management Reports submitted quarterly to ARIGC.	Achieved The Risk Management Reports were submitted quarterly to ARIGC on 08 March, 02 June, 08 September and 10 November 2022.	Nil
	30 June	Submission of 2021 Annual Report to DHET.	Achieved The 2021 Annual Report was submitted to DHET on 30 June 2022.	Nil

ACTIVITY AREA 2: RESEARCH AND KNOWLEDGE GENERATION

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	Review Research Ethics Policy and implement Policy on Research Publications. Develop Cost Recovery Policies for Council approval.	Achieved Research Ethics Policy was reviewed and minor changes suggested on the structures of the committees. The Policy on Research Publications was implemented. Costing and Pricing of Research Grants and Contracts – Full Cost Policy and Policy on Indirect Cost Recovery Rate (ICRR) related to	Nil
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				Third Stream Income at University of Mpumalanga were approved by Council 24 November 2022.	
		30 June	Submission of 2021 UMP Research Output Report to DHET.	Achieved 2021 audited UMP Research Output Report was submitted to DHET on 14 May 2022.	Nil
2.2.	Provide appropriate research and innovation infrastructure and support.	31 October	Procure 2 Software packages for quantitative and qualitative analyses based on needs of staff.	Achieved Two Statistical Analyses software packages (Atlas.ti. and JMP-SAS) purchased for use by researchers on 31 October and 01 November 2022.	Nil
2.3	Promote, recognise and reward research and innovation excellence.	31 December	Reward Excellence in research through Research Excellence Awards ceremony.	Achieved Excellence in Research was rewarded at the Teaching and Learning, Research and Engagement Excellence Awards Ceremony held on 6 December 2022. The recipients of the Research Excellence Awards were Drs Kanayo Ogujiuba and Tatenda Dalu who received the Faculty Researcher and Faculty Emerging Researcher of the Year, respectively and; Prof Victor Mlambo who received the NRF Rated Researcher Excellence Award.	Nil

2.4	Increase and diversify external and internal financial resources available to support research-related activities.	31 December	Increase funding by 5%.	Total Grant received in 2021= R9,715,657.48. 5% increase = R485,782.87 Total expected in 2022 = R10,237,440.35 Total received in 2022= R15,707,624.50	Nil
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Goal 2: Develop and sustain the research capacity of staff and students

2.5	Attract, nurture and develop research potential and talent.	31 December	<p>Monitor progress of staff registered for Masters' and Doctoral degrees.</p> <p>Facilitate applications for NRF Rating.</p>	<p>Achieved Progress reports were received from supervisors of Masters' and Doctoral staff. The following staff obtained their Masters' degrees in 2022: Mr Moses Sithole and Mr Gibson Brown. Staff who obtained doctoral degrees in 2022 are: Drs R Manyaka, TA Masenya, Q Ambe, T Nkosana, M Bhuda and N Yende.</p> <p>3 Researchers obtained NRF Rating effective 2022 (Dr Liaan Minnie Y2; Prof Funso Kutu C2; Prof Vusi Gumede C2). Dr Mazanai Musara received a Y2 NRF Rating effective 2023 and Prof Daniel Parker's NRF Rating was re-evaluation from C3 to C2. 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	<p>Research mentorship programmes for emerging researchers will be implemented.</p> <p>Research methodologies, methods and data analyses arranged for staff and postgraduate students.</p>	<p>Achieved 55 emerging researchers attended national and international conferences/ workshops. 45 Publication page fees approved for emerging researchers. 3 applications were approved for Research Support Grant, 3 applications were approved under the Institutional Research Themes. Ms Mpho Sealetse attended a 3-month exchange programme with DHBW, Germany July- September 2022 to work on her Doctoral project. 7 members of the Erasmus+ collaborative project attended a workshop at University of Utrecht (Netherlands) and the university of Bologna (Italy) 3- 7 October 2022. Dr Z Dube and three students attended the University of Agronomic Sciences and Veterinary Medicine of Bucharest, (USAMV) Bucharest Conference on "One Health International Student Conference 4-7 December 2022.</p> <p>Research Methods, methodology and data analyses workshop held on 27-29 June 2022.</p>	Nil
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			2 Seminars for emerging researchers will be held.	8 emerging researchers presented seminars at the Research Communities of Practice seminar series.	
			Research Ethics Workshop for Faculty Ethics Committees and Institutional Research Ethics Committees.	Achieved Research Ethics Workshops for RE-HSS and RE-AS were held 18-19 January 2022 and 4-5 April 2022, respectively.	Nil
			Scholarly Writing for Publications for emerging researchers.	The Writing for Scholarly Publications workshop was held on 6-8 July 2022.	
			Postgraduate Supervision Workshop for postgraduate supervisors.	Achieved Research Postgraduate Supervision Workshop was held 25-26 January 2022. Workshops on Honours supervision were held 07 April and 08 September 2022.	Nil
			Host 1 Writing Retreat for UMP researchers to increase research outputs.	The 2022 Writing Retreat was held at the Kruger Park Lodge Hazyview, 18-22 July 2022.	
2.7	Create a culture of research in undergraduate students.	31 December	12 undergraduate students participating in research internship opportunities from Senior Academics.	Achieved 16 undergraduate students participated in research internship opportunities organized by Senior Academics.	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.	Achieved MoUs were signed with the following: University of Limpopo on 23 March 2022; Water Research Commission and Water International Alliance on 05 May 2022; Citrus Research International on 12 July 2022; University of Botswana on 10 August 2022; Asia Pacific University of Technology and Innovation (Malaysia) on 10 March 2022; University of Agronomic Sciences and Veterinary Medicine of Bucharest, (USAMV) Bucharest on 10 October 2022; UNIVERSIDADE SAVE (Mozambique) on 22 November 2022 and University of Stuttgart, Germany, 12 December 2022. A Collaborative Agreement was signed with University of Limpopo on 25 July 2022.	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	31 December	End of the year report on implementation of the QA framework submitted to Senate for noting.	Achieved The report on the implementation of the QA framework was submitted to Senate as part of Faculty Board Reports on 7 November 2022.	Nil
3.2	30 November	Submit applications for 6 new qualifications to DHET for PQM Clearance as per the 2020 -2025 Enrolment Plan.	Achieved Six applications for new qualifications were submitted to DHET for PQM Clearance as per the 2020-2025 Enrolment Plan as follows: Master of Tourism and Hospitality Management on 22 January, PhD in Commerce on 24 January, MA in Administration on 26 April, BSocSci on 14 June, BEd Intermediate Phase Teaching on 05 November, BSc Hons in Env Science on 13 November 2022.	Nil
	31 December	Submit applications for 6 new qualifications to CHE for accreditation.	Achieved Ten applications for new qualifications were submitted to CHE as follows:	Nil

				<p>Diploma in Culinary Arts on 31 March, Addition of International Relations to the BA on 07 June , BA Hons General on 05 April , BSc Hons general Geology stream on 4 April ,Master of Computing on 13 June, New CESMs to BSc (maths, physics and chemistry on 15 June, PhD in Commerce on 02 August, M Admin on 28 October, M Tourism and Hospitality Management on 28 July, Addition of Tourism to the BCom on 06 September.</p>	
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.	<p>Achieved</p> <p>Six workshops on how to upload lectures on Moodle were presented on 20 and 25 January, 05 and 06 May and 08 and 09 September 2022 on both campuses.</p>	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	Include a WIL component in all new Diploma curriculum.	<p>Achieved</p> <p>The new Diploma in Culinary Arts includes a WIL component.</p>	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	2022 Calendar for PASS for T&L for both campuses developed.	Achieved The 2022 Calendar for PASS for T & L was developed for both campuses and submitted to the DVC T&L on 15 January 2022.	Nil
		31 December	Two academic development modules presented quarterly.	Achieved Nine academic development modules were presented on 24 February, 18 March, 26 April, 24 May, 21 July, 17 August, 30 August, 12 October and 8 November 2022.	Nil
		31 December	Quarterly reports on the implementation of PASS for T&L submitted to the DVC: T&L.	Achieved Quarterly reports on the implementation of PASS for T & L were submitted to the DVC: T&L on 28 March, 30 June, 23 September and 16 November 2022.	Nil

3.6	To promote recognise and reward excellence in teaching.	30 June	Reward excellence in teaching through Teaching Excellence Awards.	Achieved Excellence in teaching was rewarded through teaching excellence awards which were held on 6 December 2022. Dr Zakheleni Dube was awarded as the Faculty Emerging Teacher of the Year.	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.	Achieved 12 staff undertook formal postgraduate higher education qualifications focusing on Teaching and Learning. Seven staff enrolled for PGDHE at University of Johannesburg, four enrolled at Haaga-Helia University of Applied Sciences for the Postgraduate Certificate in Vocational Teaching, and one staff member enrolled for the PGDHE at Rhodes University.	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.	Achieved The E-Learning policy was implemented through the appointment of an E-Learning Specialist on 01 January 2022.	Nil

				<p>She offered workshops on the use of moodle for T&L purposes.</p> <p>Five workshops on online teaching and learning focusing on assessment were presented on 31 March, 5 April, 2 August, 1 and 2 November 2022.</p>
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Goal 3: Broaden access to UMP and support access with success

3.9	To accept a range of minimum entrance requirements including Recognition of Prior Learning.	31 December	Implement the revised Admissions Policy that includes Recognition of Prior Learning.	<p>Achieved</p> <p>The revised Admissions Policy that includes Recognition of Prior Learning (RPL) was implemented.</p>
3.10	To provide a scaffolded programme of student support and mentorship.	31 March	Orientation week held on both campuses.	<p>Achieved</p> <p>The orientation week was held on both campuses from 31 January to 4 February 2022.</p>
		28 February	<p>2022 Calendar for First Year Experience (FYE) programme developed and approved by the DVC: Teaching and Learning.</p> <p>Quarterly reports on implementation of the FYE submitted to the DVC: T&L</p>	<p>Achieved</p> <p>2022 Calendar for First Year Experience (FYE) was developed and approved by the DVC: Teaching and Learning.</p> <p>Achieved</p> <p>Quarterly reports on the implementation of FYE were submitted to DVC: T&L on 25 March, 26 June, 30 September and 14 November 2022.</p>

3.11	To have a flexible curriculum structure that will promote success and improve completion rates and throughput.	31 December	Compile a report on various options of a flexible curriculum structure for the BSc degree.	Achieved A report on the development of a flexible curriculum structure for the BSc degree was developed and submitted to the DVC T&L on 25 November 2022.	
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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 2022 through monthly reports.	Achieved The maintenance plan 2022 was implemented and monitored through 12 monthly reports: The plan was implemented through preventative and on-demand maintenance tasks. Conducted 1159 preventative maintenance tasks and 3701 on-demand maintenance tasks and the monthly reports were submitted.	Nil
			Monitor the implementation of the Integrated Renovation Plan for 2022 through monthly reports.	Achieved The Integrated Renovation Plan 2022 was implemented and monitored through 12 monthly reports:	Nil

			<p>The service provider was appointed (Burewa Trading 84 CC) on 03 March 2022 to conduct inspections for Electrical Compliance (COCs).</p> <p>Conducted the first meeting of the electrical inspections on 11 March 2022 and commenced with the assessment of the installed electrical system compliance (COCs).</p> <p>Modified the DBs to comply with the Load Management System (LMS) on 25 August 2022.</p> <p>Installed DBs at Onderberg and De Kaap Residences on 25 August 2022 and the new 14 DBs were installed by 19 December 2022.</p>	
		<p>Monitor the implementation of the Siyabuswa Beautification Project Phase III through monthly reports.</p>	<p>Achieved</p> <p>The Siyabuswa Beautification Project Phase III was implemented and monitored through 12 monthly reports:</p> <p>The painting and repairs of the gym equipment were completed on 10 January 2022.</p> <p>The speed limit signage was installed by 30 June 2022.</p>	<p>Nil</p>

				<p>Conducted compulsory briefing session on 01 July 2022 and commenced with the painting of 6 Student Residences on 23 September 2022.</p> <p>The site assessment was conducted on 16 March 2022 and the greening project commenced on 30 June 2022.</p> <p>The ground rehabilitation plan was completed on 23 August 2022.</p> <p>The flower plants were planted on 17 & 18 December 2022.</p>	
		31 December	Monitor the implementation of the Project Progress Documentation Monitoring and Reporting Management System to manage all new infrastructure projects.	<p>Achieved</p> <p>The implementation of the project progress Documentation Monitoring and Reporting Management System to manage all new infrastructure projects was completed and reached project closeout on 02 November 2022.</p>	Nil
4.2	Provide a multifaceted environment inspiring both social and intellectual exchange in an atmosphere that is unconventional original and creative.	31 December	Conclusion of Target Price/ Package Order for NBP0024: Academic Building 01 Law Building NBP0025:	<p>Achieved</p> <p>The Target Price / Package Order for NBP0024 Academic Building 01 Law Building was concluded on 07 December 2022 by New Infrastructure Projects Division.</p>	Nil

		31 December	Conclusion of Target Price and Works / Package Order NBP0025: Academic Building 02 Nature Conservation Building.	Achieved The Target Price / Package Order for NBP0025 Academic Building 02 Nature Conservation Building was concluded on 07 December 2022 by New Infrastructure Projects Division.	Nil
4.3	Create social spaces for crucial conversations with both internal and external stakeholders.	31 December	Achieve 20% completion on the construction of NBP0015: Lower Campus D725 Northern Entrances.	Achieved Construction of NBP0015: Lower Campus D725 Northern Entrances) had reached 21% completion on 15 December 2022.	Nil
		31 December	Conclusion of Target Price and Works / Package Order NBP0026: The Great Hall Building.	Achieved The Target Price / Package Order for NBP0026 The Great Hall Building was concluded on 07 December 2022 by New Infrastructure Projects Division.	Nil

Goal 2: Establish effective systems and processes in support of integrated planning

4.4	Establish effective integrated planning framework.	31 December	Monitor the Implementation of HEMIS Dashboards.	Achieved HEMIS VALPAK Reports were used for the correction of HEMIS errors, correction of the Academic Structure errors and capturing of new and reviewed programmes and for the analysis of students cohorts.	Nil
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4.5	Establish systems and processes for monitoring and evaluation.	31 December	Monitor the implementation of the Monitoring and Evaluation Framework.	Achieved The Monitoring and Evaluation Framework was used for the conducting of the impact study of UMP Vision 2022 Strategic Plan, development of the UMP Vision 2030 Strategic Plan, development of the 2023 Institutional Risk Register, and the development of the CHE Quality Assurance Self Evaluation Report.	Nil
		31 December	Submit HEMIS Data as per DHET schedules.	Achieved HEMIS Data was submitted as per DHET schedule as follows: 2021 2nd Student VALPAC was submitted on 29 April 2022. 2021 Space VALPAC was submitted by 31 May 2022. 2021 Final 3rd Student VALPAC was submitted on 25 July 2022 2021 Final Staff VALPAC was submitted on 25 July 2022. 2022 1st Student VALPAC Data was submitted on 28 October 2022.	Nil

Goal 3: Establish and enhance quality institutional support services

4.6	To promote and foster an environment that is conducive to the health, safety and protection of UMP internal and external stakeholders.	31 December	<p>Monitor the implementation of the SHE Management Plan for 2022 through monthly reports.</p>	<p>Achieved The SHE Management Plan 2022 was implemented and monitored through 12 monthly reports:</p> <p>Safety induction with Mbombela Support Services on 15 February 2022.</p> <p>Toolbox talk on portable electrical appliances with Siyabuswa maintenance staff 01 June 2022.</p> <p>Material Safety Data Sheet (MSDS) training on cleaning products with Siyabuswa Catering Staff on 19 July 2022.</p> <p>Toolbox talk on good hygiene with Mbombela maintenance staff on 20 October 2022.</p>	Nil
			<p>Conduct four (4) SHE awareness campaigns to students and staff in both campuses.</p>	<p>Achieved Conducted 6 SHE awareness campaigns for students and staff on both campuses:</p> <p>Safety & wellness of students with Mbombela Hospitality students 10 March 2022.</p> <p>Fire drill planning with Mbombela Student Housing 05 April 2022</p>	Nil

			<p>How to start and operate a ride-on mower for Mbombela Infrastructure and Maintenance Staff on 22 April 2022.</p> <p>Hygiene rules in the kitchen for Siyabuswa Catering Staff on 22 July 2022.</p> <p>How to perform First Aid Box Inspections for Mbombela first Aiders on 21 September 2022.</p> <p>Intruder or hostage emergency for Siyabuswa Wardens on 10 November 2022.</p>	
		<p>Conduct four (4) security awareness campaigns to students and staff in both campuses.</p>	<p>Achieved</p> <p>Conducted 4 security awareness campaigns for students and staff on both campuses:</p> <p>A student security awareness campaign was conducted for new students during the orientation programme on 04 February 2022 at Mbombela Campus</p> <p>Conducted a security awareness campaign for the Hotel and Catering staff at the Mbombela campus on 03 June 2022.</p> <p>A security awareness campaign was conducted for the new staff during the staff induction programme at the Mbombela campus on 24 August 2022.</p>	Nil

				<p>Conducted a security awareness campaign for the cleaning staff at the Mbombela campus on 14 October 2022.</p>	
			Implement and monitor the Security Management Plan for 2022 through monthly reports.	<p>Implemented and monitored the Security Management Plan 2022 through 12 monthly reports.</p> <p>A new security service provider, Xilota Security Services was appointed and started providing security services at Mbombela Campus on 01 April 2022.</p> <p>A security gate was installed at the drop-off zone at Mbombela Campus on 16 February 2022.</p> <p>The East Gate Guardhouse was repaired at the Mbombela campus on 04 October 2022.</p> <p>The temporary gate was repaired and completed on 22 November 2022.</p>	Nil
4.7	Create and maintain quality estate and facilities informed by the needs of students and staff.	31 December	Monitor the implementation of the fleet management plan 2021 through monthly reports.	<p>Achieved</p> <p>Implemented and monitored the waste management strategy for 2022 through 12 monthly reports.</p>	Nil

			<p>Interwaste Company removed and disposed general waste monthly from the waste storage site at Mbombela Campus.</p> <p>Waste management training was conducted for the Hotel and Catering staff at the Mbombela Campus on 20 December 2022.</p> <p>Interwaste disposed 414m3 of waste from the waste storage site by 31 March 2022 at Mbombela Campus.</p> <p>Interwaste disposed 515m3 of waste from the waste storage site by 30 June 2022 at Mbombela Campus.</p> <p>Interwaste removed 474m3 of general waste by 30 September 2022 at Mbombela Campus.</p> <p>Interwaste removed 204m3 of the general waste by 22 December 2022 at Mbombela Campus.</p>	
		Monitor the provision of catering services at the Mbombela and Siyabuswa Campuses through monthly reports.	<p>Achieved</p> <p>The catering services were monitored through 12 monthly reports:</p>	Nil

				<p>The menu training (skills development) for chefs and catering staff was conducted at Mbombela Campus from 30 May 2022 to 03 June 2022.</p> <p>The monthly pest control was conducted in various UMP Catering facilities such as the kitchen and cafeteria.</p> <p>The grading of Tfokomala Hotel and Conference Centre was conducted on 15 August 2022 and the 4-star grading was maintained.</p>	
4.8	Expand ICT Infrastructure to enhance the academic project and support services.	31 December	Provision of the University ICT infrastructure.	<p>Achieved SharePoint was migrated from On-Premises to SharePoint Online (Office 365) on 11 February 2022</p> <p>Replaced the all old CCTV NVRs (Network Video Recorders) servers at Mbombela Campus with newer servers on 13 February 2022.</p> <p>The project to install a total of 72 CCTV cameras at Siyabuswa was completed on 28 April 2022.</p>	Nil

			<p>The FortiMail appliance was configured on Microsoft Azure and Integration with Microsoft Office 365 completed on 09 March 2022.</p> <p>Moodle upgraded to version 3.9 on 15 May 2022</p> <p>Installation of the false flooring (raised floor) at Siyabuswa Campus server room was completed on 15 October 2022.</p> <p>Installation of the fire suppression system at Siyabuswa Campus server room was completed on 15 October 2022.</p> <p>Installation of the delegate system in the Council Chambers was completed on 30 November 2022.</p>	
31 December	Develop ICT Policies.	Achieved	<p>ICT Security Policy was approved by Council on 31 March 2022.</p> <p>File Sharing and Transfer Policy was approved by Council on 23 June 2022</p> <p>ICT Standard Operating Procedures approved by MANCO on 28 September 2022.</p>	Nil

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.	30 November	Elections of the 2023 CRCs and SRC held as per the SRC Constitution	Achieved The 2023 CRC elections were successfully held on 21 October 2022. The SRC Office bearers meeting took place on 25 October 2022.	Nil
5.2	Provide development programmes for the student leadership structures.	31 October	4 training programmes provided for the student leadership (SRC/CRCs) per year.	<p>Achieved The induction of the SRC/CRC members was held on 4 March 2022.</p> <p>The members of the SRC/CRCs attended a Financial Management workshop that was held on 12 March 2022 at the Mbombela Campus.</p> <p>On 14 March 2022 members of the Siyabuswa CRC and Leaders of Student Societies attended a short course from the Frederik Van Zyl Slabbert Institute for Student Leadership Development.</p> <p>CRCs from both Campuses attended a Leadership Capacity Building workshop from 8 to 10 April 2022 held at Siyabuswa Campus.</p>	Nil

				<p>A training of the student political structures was held on 27 April 2022 at the Mbombela Campus. The CRCs from both Campuses attended a training workshop on 17 and 18 September 2022 at the Mbombela Campus.</p> <p>The SRC attended the National Student Leadership Development Seminar facilitated by the DHET on 30 November 2022.</p>	
5.3	Promote accountable student leadership structures.	30 November	SRC meetings held per the schedule.	<p>Achieved</p> <p>The SRC held meetings on 2, 11 and 28 February 2022; 11 April 2022; 31 May 2022; 01 June 2022; 21 July 2022; 3 August 2022; 8 September 2022; and 31 October 2022.</p>	Nil
5.4	Promote the adherence and observance of the University policies by student leadership and the student body.	30 September	Share/discuss student related University Policies with students.	<p>Achieved</p> <p>The Manager: Student Governance and Development introduced student related policies to new students on 3 February 2022 during the Orientation Week</p> <p>The item on University Policies was included in the meetings held on 13, 19 and 28 April 2022 and 16 May 2022.</p>	Nil

				<p>The Managers: Student Governance and Development discussed the SRC Constitution with regard to SRC Elections during the meetings held on 8 August 2022 at the Mbombela Campus and on 24 August 2022 at the Siyabuswa Campus.</p>	
5.5	Create effective communication strategies between student leadership and university leadership.	30 November	Quarterly MANCO/ SRC meetings held.	<p>Achieved The MANCO-SRC meetings were held on 2 March 2022; 8 June 2022; 17 August 2022; and 26 October 2022.</p>	Nil
		30 November	DoS/SRC meetings held.	<p>Achieved The DoS/SRC meetings were held on 10 February 2022; 31 March 2022 (with the SRC President); 5 April 2022; 20 May 2022; 5 August 2022; 22 September 2022; and 28 October 2022.</p> <p>The DoS and the ED: Finance met with the SRC on 2 November 2022 to consult on the 2023 fees.</p>	Nil

		30 November	Managers/CRC meetings held.	<p>Achieved The Manager: Student Governance and Development held meetings with the CRC at the Siyabuswa Campus on 17 February 2022; 28 April 2022; 16 May 2022; 28 July 2022; 01 August 2022; 24 August 2022; 15 September 2022; 1 and 3 November 2022.</p> <p>The Manager: Student Governance and Development held meetings with the CRC at the Mbombela Campus on 16 February 2022; 17 March 2022; 19 April 2022; 14 June 2022; 8 August 2022; and 16 November 2022.</p>	Nil
		30 November	Meetings between the Campus Director and the Siyabuswa CRC held.	<p>Achieved The Campus Director held meetings with the Siyabuswa CRC on 31 January 2022; 28 February 2022; 19 May 2022; 30 June 2022; 18; 25 July 2022; 22 September 2022; and 31 October 2022.</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.	30 September	UMP sport teams participating in USSA games, Local Leagues and Regional/Provincial events.	<p>Achieved 8 netball players from Siyabuswa Campus participated in the Sunbird Regional trials which took place on 18 February 2022 in Middelburg.</p>	Nil
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The Siyabuswa Campus Volleyball team participated in the first round of the Nkangala Volleyball League matches that were held on 12 March 2022.

The Siyabuswa Campus Netball Team participated in the Nkangala Netball League on 12 March 2022.

4 students from Siyabuswa Campus attended the u19 Nkangala Netball trials on 1 May 2022 in Middelburg.

The Siyabuswa Campus Netball Team participated in the Nkangala Twizza Championships which were held on 7 May and 28 May 2022 in Middelburg.

Netball trials for both Campuses were held on 14 May 2022 in Mbombela Campus 8 students from Siyabuswa Campus attended the Nkangala u21 and senior Netball team trials on 21 May 2022 in Middelburg.

Volleyball campus teams participated in the intervarsity volleyball tournament which took place at Sefako Makgato University on 13 April 2022.

The Siyabuswa Campus Volleyball team hosted the second round of the Nkangala Volleyball Union league on 7 May 2022 and on 18 June 2022 at EMalahleni.

The Mbombela Campus basketball teams (ladies and male) participated in the Ehlanzeni basketball league on 30 April 2022 in Sabie.

University Netball team participated in the USSA Netball tournament which took place from 4 to 9 July 2022 at Camp Discovery, in Pretoria.

The male and the female Volleyball Teams travelled to the University of Cape Town for the USSA Volleyball Championships which took place from 3 to 9 July 2022.

The Siyabuswa Campus Volleyball Team participated in the fourth round of the Nkangala Volleyball Union league on 30 July 2022.

Indigenous Games were launched on 22 July 2022 at the Mbombela Campus and 3 August 2022 at the Siyabuswa Campus.

On 30 July 2022 our Basketball Teams (males and females) played in Barberton.

On 11 August 2022 the Mbombela Male Football Team played against Tshwane University of Technology (Mbombela Campus).

On 13 August 2022 the Siyabuswa Campus Ladies Volleyball Team participated in the Mpumalanga Province Volleyball Women's tournament.

On 13 August 2022, Siyabuswa Campus hosted the top 4 Men's Football Tournament involving UMP, CN Mahlangu, Happy Days and Manchester City.

The Mbombela Male Football Team played in a tournament on 20 August 2022, against Matafeni Hotspurs and Witbank United.

On 27 August 2022, the Mbombela Basketball Teams participated in the 1st Annual Invitational Mbombela Basketball Tournament.

				<p>The Mbombela Basketball Teams (males and females) played in Lydenburg on 3 September 2022.</p> <p>The University hosted the 2022 UMP Sports Day on 24 September 2022 at the Mbombela campus.</p> <p>Two of our students were selected to the Mpumalanga Provincial Team that participated at the national indigenous game festival in Margate, Kwa Zulu Natal from 24 to 29 September 2022.</p> <p>The UMP Soccer teams (males and females); Volleyball teams (males and females); Cricket team; and the Chess team participated in the USSA tournaments from 4 to 10 December 2022.</p>	
5.7	Promote coherent and active student societies.	31 October	Student Society activities that focus on national imperatives.	<p>Achieved</p> <p>The Mbombela Campus Student Development Officer introduced the student societies to new students during the 2022 Orientation Week on 3 February 2022.</p>	Nil

The Members of the Siyabuswa Campus Student Entrepreneurs Society attended an Entrepreneurship Development in Higher Education (EDHE) 2022 on 08 April 2022. The Empowerment Movement Student Society participated in a career expo on 20 May 2022 in Siyabuswa and motivated Grade 12 learners.

Three new Student Societies, Thrive Student Society, Ambassadors of Positivity Student Society, and Proto Advocates Student Society, were established on 21 April 2022, 19 and 25 May 2022 at the Mbombela Campus, respectively.

The Rainbow Alliance Student Society held a meeting to select a new committee on 5 April 2022 and also hosted a visibility march at the Mbombela Campus on 27 April 2022.

The Poetry Student Society, sponsored by the Imbokodo Publishers, hosted a poetry competition on 21 April 2022.

The Thrive Student Society hosted a Maths Camp from 13 to 15 May 2022 at the Mbombela Campus.

Ambassadors of Positivity Student Society hosted a study marathon, from 23 to 27 May 2022, to assist students with preparation for the June exams.

Ms Princess Ndhlovu a member of the Siyabuswa Campus Entrepreneurs Students Society attended (1) the Mpumalanga Agrihack on 2 and 3 July 2022, (2) the EDHE Studentpreneur Indaba on 22 July 2022; (3) a Women's roundtable discussion on entrepreneurship on 27 August 2022.

On 29 September 2022, the Siyabuswa Campus Book Club joined the National Reading Coalition to review the book "Bassie-My journey of Hope" by Basetsana Khumalo.

On 22 July 2022 and 2 August 2022 the Enviro-socio Virgo (ESV) Student Society conducted a cleaning campaign at the Mbombela Campus.

The UMP Poetry Society held a pop up session, where they cited poems and a short poetry play at the Mbombela Campus on 27 July 2022.

On 29 July 2022 the Uplifted Student Society was established and launched.

On 17 August 2022 the Drama Society staged a play on sexual harassment.

On 26 August 2022 the Rainbow Alliance and GBV Student Societies hosted the “Walk in her shoes” event celebrating women’s month, and also hosted a social event on 30 September 2022 promoting social awareness on GVB matters.

The UMP Models participated during the Sports Day on 24 September 2022 where they promoted the UMP Values.

The UMP Models Student Society participated during the SATMA Awards Ceremony that was held at UMP on 1 October 2022.

			<p>On 13 October 2022 the Rainbow Alliance Student Society attended and participated during the Universities Day of Action hosted by Wits University.</p> <p>On 19 October 2022 the Proto Advocates Student Society hosted a Moot Court which was presided over by a Judge from Nelspruit to accord the LLB students a court experience.</p> <p>The End of Times Student Society organized a Pre-Exam prayer that took place on 28 October 2022 at the Siyabuswa Campus.</p>	
	Quarterly	Quarterly reports on activities of student societies.	<p>Achieved</p> <p>Quarterly reports on the activities of Student Societies were submitted to the DoS on 21 April 2022; 22 July 2022; 17 October 2022 and 23 January 2023.</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

		Quarterly	Quarterly reports on activities of student societies.	Achieved Quarterly reports on the activities of Student Societies were submitted to the DoS on 21 April 2022; 22 July 2022; 17 October 2022 and 23 January 2023.	Nil
5.8	Stimulate and sponsor personal development programmes for students.	31 October	Student development programmes that target 3 identified focus areas for the year.	<p>Achieved The students at the Mbombela Campus attended a Financial Literacy session that was presented by ABSA Bank on 15 March 2022.</p> <p>A time management training session took place at the Siyabuswa Campus on 26 April 2022.</p> <p>A session on “How to master my emotions” was held at the Siyabuswa Campus on 28 April 2022.</p> <p>On 9 May 2022, the Siyabuswa Campus student mentors facilitated a session on challenges faced by first years in the first six months in varsity.</p> <p>A session on assignment writing and examination tips took place on 19 May 2022 at the Siyabuswa Campus.</p>	Nil

A Peer educators training was held on 5 May 2022 at the Mbombela Campus.

A Study skills and exam preparation session was held on 26 May 2022 at the Mbombela Campus.

Students at the Siyabuswa Campus attended the Frederick Van Zyl Slabbert online Masterclasses on 28 July 2022; 17 August 2022; 3 and 30 September 2022.

An academic writing session took place on 19 August 2022, at the Siyabuswa Campus. A session on “Building resilience in pursuit of excellence” was held at the Siyabuswa Campus on 27 August 2022.

The VC’s Students Empowerment Programme sessions for male students were held on 23 July 2022 and on 3 September 2022.

The VC’s Students Empowerment Programme sessions for female students were held on 6 and 20 August 2022 and on 17 September 2022.

On 4 August 2022 the Student Development Officer conducted a session for secretaries of Student Societies.

A financial training was held at the Mbombela Campus on 10 August 2022 facilitated by Old Mutual.

The Student Development Officer facilitated a Conflict Management session for the Proto Advocates Student Society on 31 August 2022.

On 11 August 2022 a Cyber security session was held for first year students.

The Dean of Students facilitated a session on "Responsible Citizenship" on 22 September 2022.

The Mbombela Campus held a Motivation talk for 1st year students in preparation for the examination on 28 October 2022.

On 11 October 2022 the Student Development Officer facilitated a session on team work for the Proto Advocates Student Society.

				<p>The Mbombela Campus held the last VC's Empowerment Programme for female students on 5 October 2022.</p>	
5.9	Promote and support student life events.	31 December	5 student life events held per Campus.	<p>Achieved</p> <p>Dialogue on the influence of patriarchy in student leadership development was held on 27 April 2022 at the Siyabuswa Campus.</p> <p>The Siyabuswa Campus held a "Know your Continent" quiz on 6 May 2022.</p> <p>A session on "Bullying Awareness" took place on 10 May 2022 at Siyabuswa Campus.</p> <p>The Gentlemen's Talk took place on 25 May 2022 at the Siyabuswa Campus.</p> <p>On 31 August 2022, the Mbombela Campus held an Anti-Gender Based Violence Self-Defence training for female students.</p> <p>The Siyabuswa Campus hosted a Women's Day function for female students on 31 August 2022. The theme was 'Discover the best in you'.</p> <p>The Mbombela Campus celebrated Heritage Day on 23 September 2022.</p>	Nil

				<p>On 28 September 2022, Siyabuswa Campus celebrated Heritage Day, showcasing different cultural dances and attire.</p> <p>The Mbombela CRC held a Gospel Music festival on 7 October 2022.</p> <p>A Gospel concert arranged by the CRC took place on 7 November 2022 at the Siyabuswa Campus.</p> <p>The Siyabuswa Campus held its second General Knowledge Quiz on 27 October 2022.</p>	
		31 December	Quarterly reports on student life events submitted to the DoS.	<p>Achieved Quarterly reports were submitted to the DoS on 21 April 2022; 22 July 2022; 17 October 2022 and 23 January 2023.</p>	Nil
5.10	Promote healthy living and practices for students.	31 December	Conduct group and individual counselling sessions for students.	<p>Achieved The Student Counsellor attended and participated in the 1st Year Orientation and promoted the counselling services to students on 2 February 2022.</p>	Nil

She facilitated the mental health awareness support for students living with a disability on 10 March 2022; a group support session for 1st year students struggling to adjust at the University on 18 March 2022; presentations on the importance of mental health wellness focusing on depression awareness on 3 May 2022; on anxiety and depression to 1st year students on 6 May 2022; on suicide and depression to increase an awareness and support available to students on 12 May 2022.

The Student Counsellor Co-facilitated a community outreach with Peer Educators at Hlanganani Secondary School in Kabokweni to motivate and share study skills with grade 12 learners on 12 May 2022.

She also facilitated debriefing group sessions to all students who stayed at one of the accredited private accommodation facilities after a traumatic incident occurred in the said residence. The sessions were held from 25 to 27 May 2022.

Syked presented on how to manage exam stress and anxiety to students on 26 May 2022.

The Student Counsellor hosted basic counselling skills training for Student Housing staff members and the Residence Students Assistant on 28 and 29 July 2022.

On 4 August 2022 the Student Counsellor and Peer Educators visited Magwagwaza High School in Bushbuckridge to motivate and share study skills with grade 12 learners prior to writing their trail exams.

On 29 August 2022 the Student Counsellor facilitated a debriefing group session to students who stay at an accredited private accommodation following the traumatic event that took place at the property.

On 1 September 2022, the Student Counsellor facilitated Peer Educator's training on mental health related topics.

		<p>The Student Counsellor presented at the VC's Empowerment programme for male students on the importance of men's mental health on 3 September 2022.</p> <p>The Student Counsellor held a mental health awareness week from 10 to 14 October 2022 to raise awareness during mental health awareness month.</p> <p>On 10 October 2022 the Peer Educators handed out mental health awareness ribbons to students and staff members at Mbombela Campus.</p> <p>On 11 October 2022 Peer Educators hosted a mental health day where students played games to distress from their daily stressors.</p> <p>On 14 October 2022 the Student Counsellor hosted an event focusing on mental health and social media where Mr and Miss Mpumalanga were invited as guests to participate in the discussions.</p>	
Quarterly	Quarterly reports on counselling services submitted to the DoS.	<p>Achieved</p> <p>Quarterly reports were submitted to the DoS on 21 April 2022; 22 July 2022; 17 October 2022 and 23 January 2023.</p>	Nil

	31 October	Conduct primary health awareness sessions for students.	<p>Achieved Services of the Clinics at both Campuses were provided to 1st year students during the Orientation session provided virtually on 2 February 2022 for both Campuses.</p> <p>On 12 March 2022, the Siyabuswa Clinic Nurse conducted a Peer Educators session to empower the Peer Educators with the knowledge required to assist other students when they need the services of the Clinic. The nurse held a meeting with Arum on 12 April 2022 to strengthen working relationship and services to students.</p> <p>Peer Educators training on the clinic services was conducted for Peer Educators in Mbombela Campus on 5 May 2022.</p> <p>On 21 May 2022, the Mbombela Campus Clinic together with Peer Educators participated in the University Open day giving information to high school learners on services offered at the UMP Clinics.</p>	Nil
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The Peer Educators at the Mbombela Campus had Fun games & ladies talk while embracing women's month on 6 August 2022.

The First Things First, a Higher Health Programme, activation campaign was held at the Siyabuswa Campus on 12 August 2022 and the Mbombela Campus held its activation events on 17 August 2022 and 12 October 2022.

The Mbombela campus Clinic facilitated an online session on women health issues on 18 August 2022.

The Mbombela Clinic staff held a quality health services improvement meeting on 19 October 2022.

Both Siyabuswa and Mbombela Campuses held a breast cancer awareness period during the month of October 2022.

On 27 October 2022 a Peer Educators appreciation function was held at the Mbombela Campus.

				<p>On 11 November 2022 the Peer Educators collaborated with Higher Health and distributed health posters during the South African Union of Students (SAUS) National General Council held at the Mbombela Campus.</p>	
		Monthly	Monthly reports on services rendered by the Campus Clinic.	<p>Achieved</p> <p>The Campus Nurse submitted monthly statistics and quarterly reports to the DoS. Quarterly reports were submitted on 21 April 2022; 22 July 2022; 17 October 2022 and 23 January 2023.</p>	Nil
5.11	Ensure the promotion and support for students with disabilities.	31 December	Conduct 5 programmes/ interventions to support students with disabilities.	<p>Achieved</p> <p>The Disability Ambassadors hosted a disability awareness on 16 February 2022.</p> <p>Mental health session for students living with disabilities was hosted and facilitated by the Student Counsellor on 10 March 2022.</p> <p>An advocacy workshop was held on 25 April 2022, facilitated by the Provincial Department of Social Development.</p> <p>A meeting was held with the Director and Social Worker from the Association of Persons with Disabilities (APD) on 25 May 2022 to discuss the inclusion of students with disabilities in sporting activities.</p>	Nil

				<p>On 6 September 2022 a workshop was held on students living with disabilities at the Mbombela Campus and was facilitated by the Association of Persons with Disabilities (APD).</p> <p>On 1 November 2022 the Disability Ambassadors hosted a Disability Awareness Day.</p>	
5.12	Support students staying in accredited private accommodation to experience a holistic academic environment.	31 December	A report on the provision of 3 identified focus areas that provide students with an environment conducive for learning.	<p>Achieved</p> <p>The 2022 list of accredited private accommodation facilities was distributed to students during registration in January and February 2022.</p> <p>On 1 April 2022, Student Housing created and posted the application for prospective accommodation service providers on the University website for easy access.</p> <p>On 19 July 2022 Student Housing established a Virtual House for students staying at the Accredited Private Accommodation to enable them to participate in the University activities conducted by Student Housing.</p>	Nil

			<p>On 1 November 2022, Student Housing organized a meeting between Student Financial Aid, Student Housing, and Intellimali to assess progress and improvement on the accommodation allowance payment system as well as issues related to the Intellimali registration of Accredited Private Accommodation Service Providers.</p>	
	31 December	Conduct 2 assessments of the accredited private accommodation facilities per year.	<p>Achieved</p> <p>On 16 March 2022 the DoS visited Fashion World Building, an accredited private accommodation facility in Nelspruit, to assess its continued suitability.</p> <p>On 5 and 6 April 2022, Student Housing conducted random inspection visits of the accredited accommodation facilities.</p> <p>On 20 and 21 April 2022, the process of inspection of new accommodation facilities for accreditation was undertaken.</p> <p>The Dean of Students and Director: Student Housing visited Stayhope Property on 25 July 2022.</p>	Nil

				<p>On 27 August 2022 Majojos Residence was visited by the Director: Student Housing.</p> <p>On 1 September 2022, details of the accreditation and documentation of 7 properties under Crystal Valley Properties were analysed and the properties were blocked from claiming accommodation payment due to non-accredited rooms that they had added into their facilities.</p> <p>On 29 November 2022 Student Housing sent out a schedule for the December accreditation of private accommodation providers.</p>	
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Goal 3: Promote the holistic development of students

5.13	Promote academic engagement.	31 June	Students attendance and participation in the Africa Day lectures.	Achieved Students attended and actively participated in the Africa Day celebrations that were held on 25 and 27 May 2022 at the Mbombela and Siyabuswa Campuses, respectively.	Nil
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		31 October	Students attendance and participation in the Archbishop Thabo Makgoba Development Trust (ATMDT) annual lecture.	Achieved Students attended and participated during the 2022 ATMDT Annual Lecture held on 25 November 2022.	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>Achieved On 4 April 2022, the Mbombela Campus had an open poetry session for students to showcase their talent in social poetry.</p> <p>On 18, 19 and 23 May 2022, Student Housing at Mbombela Campus staged the annual Ladies Talk on a number of social and social justice topics to advise and caution young women about dangers and signs of GBVF.</p> <p>Siyabuswa campus residences held an Examination prayer on 29 May 2022.</p> <p>On 13 August 2022, the Mbombela Campus organized Indoor fun games and a General Knowledge quiz competition. This event included students from the Virtual House.</p> <p>The Siyabuswa Campus conducted a GBV awareness campaign on 10 August 2022.</p>	Nil

				<p>On 30 September 2022 the Mbombela Campus Student Housing Media Team created GBV TikTok Challenge videos which were submitted to the National GBVF Response Fund.</p> <p>The Siyabuswa Campus hosted an integrity-driven session on “Men as Partners” on 28 September 2022.</p> <p>On 5 October 2022, the Mbombela campus organized a Men and Women Empowerment Talk.</p>	
		Quarterly	Reports on Living and Learning activities/ programmes submitted to the Dos quarterly.	<p>Achieved Quarterly reports on Living and Learning activities were submitted to the DoS on 21 April 2022; 22 July 2022; 17 October 2022 and 23 January 2023.</p>	Nil
5.15	Promote the use of shared/ common spaces for social and academic purposes.	31 December	5 meetings/events held in shared/ common spaces per Campus promoting social dialogues.	<p>Achieved The Book Club at the Siyabuswa Campus held 2 book review sessions on 24 February 2022 and 10 March 2022.</p> <p>The Thrive Student Society hosted a fun day for students on 26 May 2022 as a means to promote relaxation before the exams. An Exam prayer was hosted by religious structures on 27 May 2022 at the Mbombela Campus.</p>	Nil

				<p>On 27 May 2022, Mbombela Campus conducted a seminar on 'Connecting with young corporates' as an educational activity to equip senior students about the world of work.</p> <p>The Mbombela Campus organized a Movie Night on 29 July 2022 showing a movie called 'Occupation', which prompted a good discussion among students about life events as they affect young people.</p> <p>The Mbombela Campus residence female students held a Rainbow Picnic Women Celebration on 2 September 2022.</p> <p>On 10 November 2022 students attended a discussion on "Conceptual Analysis and Impact of Corruption in Institutions of Democracy: Ethical & Political Morality".</p>	
5.16	Encourage community engagement and support initiatives by students.	31 October	5 community outreach projects undertaken by students through the societies.	<p>Achieved</p> <p>The UMP ENACTUS team received training on 18 March 2022 in preparation for their outreach projects in the communities.</p>	Nil

The Mbombela Campus Student Development Officer and the Disability Ambassadors visited KaMagugu Comprehensive School on 4 May 2022 and held a boys talk with the boys at the school.

Teachers of Transformation Student Society held a fund raising donation drive on 12 May 2022 at Siyabuswa Campus.

The Siyabuswa Campus Student Governance and Development, in collaboration with student societies, started a sanitary towel donation drive to assist female students on 18 May 2022.

Disability Ambassadors donated some clothes to Michael's Children Village in Kabokweni on 8 June 2022.

The Teachers of Transformation Student Society donated sanitary towels and clothes to Phephelaphi Place of Safety and Zenzeleni Stimulation Centre in Siyabuswa on 5 August 2022.

On 20 July 2022
Computer Lit Student
Society visited
Sidlamafa Secondary
School in Nkomazi,
to share with grade
12 learners the
importance of ICT in
today's life.

On 27 July 2022 the
Rainbow Alliance
and Drama Student
Societies visited
Takheleni Primary
School at Matsulu to
donate some sanitary
towels and staged a
play on substance
abuse.

On 15 August 2022,
Proto Advocates
Student Society with
the Marketing Officer
Ms Kealeboga Marole
visited Cyril Clark High
School at Matafeni,
to market the LLB
Programme.

Disability
Ambassadors together
with the SRC Social
Transformation
Officer, Ms Thandi
Mafu visited the
Luthando Orphanage
Home on 27 August
2022 and donated
school shoes and
spent some time with
the kids at the Home.

On 28 October 2022
ECG Student Society
donated study packs
(stationery) to needy
UMP students.

		31 August	Students participation in the Mandela Day event(s).	Achieved Students at the Siyabuswa Campus visited Phephelaphi Place of Safety, to donate clothes, shoes and non-perishable food on 18 July 2022. Students at the Mbombela Campus attended and participated in the activities arranged by the University for Mandela Day on 18 July 2022. Activities such as, cleaning; cooking; planting vegetables; preparing vegetable gardens; etc. were carried out at 8 different centres in Mbombela.	Nil
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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.	Achieved Short learning programmes on Digital Literacy (Microsoft 101 Mobile Digital Literacy and Special Technology (IBM and Couseira) were offered in collaboration with NEMISA on 15&16 November and 17&18 November 2022.	Nil

6.2	Promote Social awareness and responsible citizenship among staff and students.	31 August	Celebrate Mandela Day by involvement in activities that promote responsible citizenship.	Achieved Mandela Day was celebrated on 18 July 2022, staff and students participated in activities that promoted responsible citizenship.	Nil
6.3	Promote and advance public intellectual engagement.	30 June	Celebrate Africa Day.	Achieved Africa Day was celebrated at the Mbombela Campus on 25 May 2022 and at the Siyabuswa Campus on 27 May 2022.	Nil
		31 December	Host 2 public lectures.	Achieved Four public lectures were hosted on: 24 March 2022 presented by Prof Vusi Gumede. 04 May 2022 presented by Dr Emmanuel Tshikwatamba. 18 August 2022 presented by Prof Wendy Fehlner, from the Cooperative State University of Baden Württemberg, Germany. 25 November 2022 presented by Chancellor (Deputy Chief Justice) Mandisa Maya.	Nil

	30 November	Host one internal workshop to improve the employability of the final year students.	Achieved Hosted workshops for final year students in the following programmes: BCom on 24 August 2022 B Dev Studies on 25 August 2022 BA on 31 September 2022 Dip Hospitality Management on 21 September 2022 Adv Dip Hospitality Management on 22 September 2022 Dip Nature Conservation Students on 27 September 2022 Adv Dip in Nature Conservation on 29 September 2022.
	30 September	Host a career expo to bring the students in contact with the industry and world of work.	Achieved The Career Expo was hosted at UMP on 18 August 2022.

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.	Achieved MoU's were signed with the following national stakeholders: University of Limpopo on 23 March 2022. Nkangala TVET College on 09 June 2022. Citrus Research International on 27 June 2022.	Nil
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				BankSETA on 25 July 2022.	
				INSETA on 23 August 2022.	
				W&R SETA on 30 September 2022.	
6.5	Promote and sustain the participation of staff and students in internationalization and international partnership activities.	30 November	Establish a partnership with one international higher education institution.	<p>Achieved</p> <p>Mou's were signed with the following international higher education institutions:</p> <p>Asia Pacific University of Technology and Innovation (Malaysia) Tra Vinh University (Vietnam) Can Tho University (Vietnam) Universitas Trisakti (Indonesia) Universitas Indonesia (Indonesia) Telkom University, Bandung (Indonesia) Palawan State University (Phillipines) Chea Sim University (Cambodia) National University of Laos (Laos) on 10 March 2022.</p> <p>University of Agronomic Sciences and Veterinary Medicine of Bucharest on 10 October 2022.</p> <p>Save University, Mozambique, on 22 November 2022.</p> <p>University of Stuttgart, Germany, on 12 December 2022.</p>	Nil

6.6	Foster and sustain partnerships with Alumni.	31 December	Hold one event with Alumni/ Convocation.	Achieved The launch of the Alumni Chapter in Mpumalanga was held on 26 November 2022.	Nil
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Goal 3: Promote and sustain the recognition of engagement as one of the core missions of UMP

6.7	Promote the integration of engagement, research, scholarship, teaching and learning.	30 November	Implement two projects that show the integration of engagement, research and teaching and learning.	Achieved The Transforming Education for Sustainable Futures Programme (TESF) and the Travel to Trade project by ENACTUS were implemented.	Nil
6.8	Recognising and reward engagement at all levels of the institution.	31 December	Reward Excellence in Engagement by awarding Engagement Excellence Awards.	Achieved Excellence in Engagement was rewarded at the Teaching and Learning, Research and Engagement Excellence Awards Ceremony held on 6 December 2022. The recipient of the Engagement Excellence Award was Prof Mbeng.	Nil

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	Developed and implement criteria for allocation of strategic projects.	Achieved Criteria for the allocation of strategic projects was developed and implemented for the allocation of the 2022 Strategic Projects.	Nil
7.2 Determine income streams and cost implications.	31 December	Implement the third-stream income strategy and increase third stream revenue by 5%.	Achieved The third-stream income strategy was implemented and resulted in a 126% increase in third-stream revenue year on year.	Nil
7.3 Implement model to prioritise identified strategic initiatives and promote strategic-aligned resource allocation at all levels.	31 December	Allocate and monitor 2022 budget to the identified strategic initiatives using the approved resource allocation as per the budget directives.	Achieved The 2022 identified strategic initiatives budget was allocated and monitored to ensure spending is within the budget.	Nil

Goal 2: Develop a diverse range of income streams

7.4	Optimise student fees and subsidy income.	31 March	Identify direct and indirect costs for tuition and residence fees.	Achieved Direct and indirect costs for tuition and residence fees was identified during the first quarter and discussed at MANCO on the 09 November 2022.	Nil
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		31 December	Conduct workshop with faculties to create awareness on tuition and residence fees.	<p>Achieved An awareness workshop on tuition fees costing was held with the Dean and Head of Schools for the Faculty of Agriculture & Natural Sciences and Hospitality and Tourism Management on 01 September 2022 and with the Deans and Heads of Schools for all Faculties on 21 November 2022.</p> <p>A meeting was held with Residence and Operations to create awareness of costs for Residence on 1 September 2022</p>	Nil
		30 November	Prepare financially sustainable three (3) year rolling budget (2023 – 2025) to discuss the grant subsidy with DHET.	<p>Achieved A financially sustainable three (3) year rolling budget (2023 – 2025) was prepared and submitted to DHET.</p>	Nil
7.5	Identify and secure more robust alternative revenue streams.	30 September	Intensify the utilization of university facilities to increase an alternative revenue stream.	<p>Achieved The utilization of the university facility has been increased, resulting in an increased third-stream revenue of 80% year on year.</p>	Nil
7.6	Mobilise relevant role-players for fundraising.	31 December	Host a fundraising event.	<p>Achieved A Garage sale was successfully hosted on 09 December 2022.</p>	Nil

Goal 3: Ensure efficient utilisation of assets and resources

7.7	Develop a coherent approach to budget settings, reducing overheads and promote a proactive approach to value for money.	31 December	Prepare a 2023 budget in terms of the 2023 Budget directives.	Achieved The 2023 budget was prepared based on the Budget Guidelines.	Nil
		31 December	Create a staff and student awareness campaign on cost reduction strategies.	Achieved A cost awareness and reduction workshop was held with EMANCO on 27 June 2022 and with the Student Representative Council on 01 September 2022	Nil
7.8	Develop sound financial systems, controls and reporting measures.	31 December Monthly	Prepare and submit quarterly Management Accounts for presentation to ARIGC, GFIC, EXCO and Council at the scheduled meetings for 2022.	Achieved Quarterly Management Accounts were submitted to ARIGC, GFIC, EXCO and Council at the scheduled quarterly meetings for 2022.	Nil
		30 November	Develop or revise two (2) finance policies or Standard Operating Procedure Manuals.	Achieved Council approved Student Accounts Receivable Write-off Policy on 24 November 2022, and Student Financial Aid Policy was submitted to MANCO on 6 December 2022.	Nil

7.9	Develop appropriate procedure and tender processes.	31 December	Develop and implement creditors payment plan Develop and implement quarterly tender register reporting to MANCO.	Achieved The creditors payment plan was developed and approved at MANCO on 09 November 2022. A tender register for quarterly reporting to MANCO was developed.	Nil
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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	Implement Employee Handbook for new employees, with important information about UMP.	Achieved The Employee Handbook has been developed for use in Induction Workshops.	Nil
	30 December	Values Roll-out within the following School and Division: School of Hospitality and Tourism Management and Operations, Maintenance and Food Services Divisions.	Achieved Values workshop in the Operations Division was held on the 7 & 8 September 2022 and was conducted in Siswati for service staff. The same session was delivered in English on the 11 October 2022 via Zoom for professional staff. Values workshop in the Faculty of Economics, Development and Business Sciences was conducted on the 10 May 2022 via Zoom.	Nil

		31 December	Develop a UMP Values Information Booklet for Line Managers.	Achieved 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

8.2	Develop a recruitment model that will attract talent and potential to the institution.	31 October	Implement 3 additional advertising platforms to support the strategy to attract talent to the institution: <ul style="list-style-type: none"> • LinkedIn • Pnet • Professional Bodies and Societies 	Achieved Recruitment software has been purchased. Advertising has commenced on Professional Bodies and Society websites. LinkedIn is not supported by the software purchased. Pnet has not been utilised due to its high cost.	Nil
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Goal 3: Facilitate employee Wellness programme that will benefit all staff

8.3	Develop a Wellness Programme that will motivate staff and enhance performance.	31 December	Implement the Integrated Wellness Strategy.	Achieved The Integrated Wellness Strategy was developed and approved and implemented. Sanlam and AlexForbes and Nedbank to provide Financial Assistance Workshops to staff. Financial Literacy Workshops were held on 03 May 2022 at Mbombela Campus and 10 May 2022 at Siyabuswa Campus.	Nil
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				<p>Wellness Day was held on 04 July 2022 at Mbombela Campus and on the 08 July 2022 on Siyabuswa Camp. Banks; Medical Aid Schemes; Department of Health; AKESO were in attendance.</p> <p>Retirement Benefit and Change of Medical Aid sessions were held on 14 November 2022 at Mbombela Campus and 01 November 2022 at Siyabuswa Campus</p>	
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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	Review Employee Records Management procedures to ensure best practice and protocols are in place.	<p>Achieved</p> <p>Standard Operating Procedures were reviewed, and new protocols were implemented.</p> <p>Out of the review outcome, proper access controls have been implemented, with a File Access Control Register in place.</p> <p>A POPIA training workshop for all staff in the HR Division was held on 5 April 2022. All HR Forms in the transactional area were reviewed and relevant amendments to the respective forms were undertaken.</p>	Nil
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31 December	Develop 2 interventions to address findings from the review process of Employee Records.	Achieved A Systematic Retrieval Process was implemented in March 2022 and periodic reviews of the process were undertaken in intervals in 2022.	Nil
	Implement stricter access control measure for the Employee Records Management Repository.	A custodian was identified for managing access and storage in the Employee Repository. The Acting Senior Manager HR is the responsible custodian. Access to, removal of and return of files are recorded in the File Access Control Register.	
	Ensure all relevant control measures to mitigate risk with regard to unauthorised access are strictly adhered to by HR practitioners.	A three level authorization procedure was implemented for changes made to Employee Benefit Nomination Forms.	
30 September	Review Benefits Administration procedures including Pension Fund and Group Life.	Achieved Momentum and AlexForbes procedures were reviewed and meetings are held with Momentum and AlexForbes on a regular basis. As a result of the review, the following has been implemented:	Nil

			<p>A more efficient claims procedure with a dedicated email address.</p> <p>A Guide on Momentum Disability and Death processes.</p> <p>Distribution of AlexForbes Pension Statements to Employees.</p>
		Implement cloud-based benefits administration system.	<p>AlexForbes have developed a cloud-based system for their data management, which the UMP benefits administration team implements and adheres to through uploading of information.</p>
		To ensure all documents required by Administrator are on File.	<p>Employee files were reviewed to ensure the relevant documents (ID copies and Beneficiary Nomination Forms) were on file. Employees with missing information were contact to produce the outstanding documents.</p>

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



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

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







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